

# BULLETIN

OF THE  
NATIONAL ASSOCIATION OF CREDIT MEN.

PUBLISHED MONTHLY BY

CHAS. E. MEEK, SECRETARY-TREASURER,  
41 Park Row, New York.

Entered as second class matter March 11, 1905, at the Post Office at New York, N. Y., under the Act of Congress of March 3, 1879.

Copyright, 1909, by Chas. E. Meek, Secretary-Treasurer.

Permission to use articles appearing in the MONTHLY BULLETIN of the National Association of Credit Men is cheerfully granted. It is requested that credit be given the MONTHLY BULLETIN when making use of any of its matter.

VOL. IX }  
No. 11 }

NEW YORK, NOVEMBER 15, 1909.

{ SUBSCRIPTION  
50¢ PER ANNUM

## CONTENTS

PAGE

|  |     |
|--|-----|
| New Members Reported During October.....   | 856 |
| Credit Man's Diary for 1910.....   | 858 |
| Notes .....  | 859 |
| Important Notice .....   | 864 |
| Annual Meeting of Board of Directors.....  | 864 |
| President Pierson, of the American Bankers' Association, Urges Bankers to<br>Co-operate with the N. A. C. M..... | 864 |
| President McArdow Addresses the Entire Membership.....   | 865 |
| The Credit Men's Association in the Northwest.....   | 866 |
| Some Present Activities of the Prosecution Bureau of the Pittsburgh Association .....                            | 866 |
| Higher Education in Credit Department Work.....  | 867 |
| Plan Worked Out by Utah Association of Credit Men to Educate Retailers<br>in Insurance Matters .....             | 868 |
| The Pittsburgh Association is Establishing a Credit Exchange Bureau.....   | 868 |
| Can You Assist in Finding These Debtors?.....  | 869 |
| Broad Principles Distinguishing State from Interstate Commerce.....  | 870 |
| The Function of the Credit Man as Construed by an Accountant, by J. W.<br>Amrath, San Francisco, Cal.....        | 872 |
| Refund Made by a Collection Agency on Fear of Exposure.....  | 873 |
| Lack of Cost Knowledge the Prime Factor in Most Business Troubles.....   | 874 |
| Accounts Receivable and Bills Receivable not to be Confused.....   | 878 |
| Gave Themselves as Reference.....  | 879 |
| A Business Man's Opinion of the Federal Corporation Tax, by T. H. Green,<br>Minneapolis, Minn. ....              | 880 |
| A Model of Perspicuity .....   | 882 |
| Convention of the National Wholesale Druggists' Association.....   | 883 |
| How Some Collection Agencies Thrive.....   | 886 |
| A Message from President Curtis, of the Fort Worth Association of Credit Men.....                                | 887 |
| Credit to Whom Credit is Due, by Henry Wolfer, St. Paul, Minn. ....  | 888 |
| Substituting Cash for Credit—Plan Inaugurated in Argentina for Facilitating<br>Commerce .....                    | 894 |
| A Bankruptcy Case in which the Trustee was Removed and Officers' Compensation<br>Cut Down .....                  | 895 |
| Getting Full Value Out of Your Membership.....   | 896 |
| An Appreciation by a Leading Banker.....   | 896 |
| An Adjustment Handled by the Bureau of the Buffalo Association.....  | 897 |
| Jail Sentences for Conspiring to Defraud Creditors.....  | 898 |
| Co-operation in Failure Cases .....  | 898 |
| Charged with Perjury in a Bankruptcy Case.....   | 899 |
| "Jest Push Dem Clouds Away".....   | 899 |
| Mutual Interest of Wholesalers and Retailers.....  | 900 |
| Association Notes .....  | 901 |
| Buffalo .....  | 901 |
| Chicago .....  | 902 |
| Cincinnati .....   | 902 |
| Cleveland .....  | 902 |
| Dallas .....   | 903 |
| Denver .....   | 903 |
| Duluth .....   | 904 |
| Milwaukee .....  | 904 |
| Minneapolis .....  | 905 |
| Newark .....   | 905 |
| Philadelphia .....   | 906 |
| Pittsburgh .....   | 906 |
| Portland .....   | 906 |
| Rochester .....  | 907 |
| St. Louis .....  | 907 |
| St. Paul .....   | 908 |
| San Francisco .....  | 908 |
| Seattle .....  | 909 |
| "Wants" .....  | 909 |
| Directory of Standing Committees, 1909-1910 .....  | 911 |
| Directory of Officers of Affiliated Branches of the N. A. C. M.....  | 912 |
| Directory of Adjustment Bureaus .....  | 914 |

Specialize this year in some department of Association work. Any man who does this earnestly will find by the end of one or two years he will have contributed something valuable to the thought or record of that department.. It will mean growth for the Association and growth for the man.

### New Members Reported During October.

#### Baltimore, Md.

Brent-Hurst Co.—Harrison Brent.  
Calvert Drug Co.—Harry F. Lindeman.  
King, Chas., & Son Co.

#### Buffalo, N. Y.

Buffalo Storage & Carting Co.—F. J. Abel.  
Foote, W. H., & Company—Elmer Harris.  
Heilbrun, Benjamin, Co.—Benjamin Heilbrun.  
International Bureau of Accountancy—John P. Bolender.  
Kurtzmann, C., & Company—J. H. Hackenheimer.  
Lautz Bros. & Company—O. Nauth.  
Noah-Foster Co.—G. C. Talbot.  
Towns Paint Supply Co.—W. F. Lipp.  
Vetter, F. W.—E. J. Sturm.

#### Charlotte, N. C.

Chadwick-Hoskins Co.—Arthur J. Draper, Treasurer.  
Piedmont Clothing Mfg. Co.—Paul Chatham, Treasurer.  
Southern Cotton Oil Co.—Brooke B. Todd, Assistant Manager.  
Southern Pants Co.—G. G. Scott.

#### Chicago, Ill.

Allen, J. W., & Company—H. Walter.  
Biedermann Bros.—Arthur R. Duffy.  
Brown, H. L., & Son—M. M. Brown.  
Church, John Co., The—W. H. Mosby.  
Columbia Feather Co.—Zola C. Green.  
Connelly Bros., & Hall—T. L. Connelly.  
Crané Co., The—R. B. Stiles.  
DeBower-Elliott Co.—J. E. Markus.  
Deiches, S., & Co.—S. Deiches.  
Denney & Company—John Denney.  
Gallagher Bros.—T. F. Gallagher.  
Gory & Heller—J. G. Heller.  
Harris Trust & Savings Bank—G. P. Hoover.  
Heilprin, L., & Co.—M. E. Immerwhar.  
Inland Steel Co.—E. M. Adams.  
Kielgass-Lehman Co.—John Lehman.  
Knox & Wolcott Paper Co.—R. H. Knox.  
Lilienfeld Bros., & Co.—Edw. D. Lilienfeld.  
Lord & Bushnell Co., The—Harry C. Ellis, Treasurer.  
Lord & Thomas—F. G. Hatcher.  
Lowenthal, C. H., Co.—C. H. Lowenthal.  
McDonald, J. S., Co.—A. J. McDonald.  
Martin-Senour Co.—H. D. Watts, Treasurer.  
Middendorf, Geo., Co.—Wm. Krause.

National Steel & Copper Plate Co.—W. J. Lawrence.

Pepper, Jas. E., Dist. Co.—Jos. Wolf.  
R. W. K. Company, The—I. D. Waxman.

Robovits, Toby.

Schafer, L. H., & Co.—Jos. Wiederkehr.  
Sheridan Trust & Savings Bank—W. J. Kingenberg, President.

Shipman & Wayne—H. L. Wayne.  
Thompson, Ehlers & Co.—A. J. Ehlers, President.

Western News Co., The—L. A. Neis, Manager.

#### Cincinnati, Ohio.

Early & Daniel Company—Charles S. Sibbald.

#### Danville, Va.

Morotock Mfg. Co.—J. C. Watson.  
Riverside & Dan River Cotton Mills—R. A. Schoolfield, President.

#### Denver, Colo.

Hadley, Jess. W.

#### Durham, N. C.

Citizens National Bank—J. B. Mason, Cashier.  
Fidelity Bank, The—John F. Wily, Cashier.

#### Fond du Lac, Wis.

Grace & Lynch—A. C. Grace.  
Zinke Mercantile Co., The—Robt. Zinke, President.

#### Gastonia, N. C.

Loray Mills—Andrew E. Moore, Vice-President.

#### Green Bay, Wis.

Annen Candy & Biscuit Co., The—J. P. Annen, President.  
Green Bay Specialty Co.—W. Sauber.  
Joannes Bros. Co.—Mitchell Joannes.  
McIntyre-Phillips-Burrall Co.—F. E. Burrall, President.  
Northern Paper Mills—Iver J. Terp, Treasurer.

#### Greensboro, N. C.

Greensboro Loan & Trust Co.—W. E. Allen, Treasurer.  
Hunter Mfg. & Com. Co.—T. A. Hunter, Secretary and Treasurer.

#### High Point, N. C.

Continental Furniture Company, The—Fred N. Tate.  
High Point Buggy Co.—H. A. White, Secretary and Treasurer.  
High Point Metallic Bed Co.—C. L. Wheeler.

Myrtle Desk Co.—H. W. Fraser.  
Standard Mirror Co.—Frank Wineskie,  
Secretary and Manager.  
Union Furniture Company—A. Sherrod,  
Secretary and Treasurer.

**Holland, Mich.**

Ottawa Furniture Co.—Geo. W. Brown-  
ing.  
West Michigan Furniture Co.—Geo. P.  
Hummer.

**Marinette, Wis.**

Gitchell & Innes—Howard Gitchell.  
Merchants Supply Co.—P. G. Olson,  
Proprietor.

**Memphis, Tenn.**

Biggs, W. P.  
Burke & Riddick—R. M. Riddick.  
Tallahatchie Furn. Mfg. Co.—H. L.  
DeLoach.

**Menasha, Wis.**

Whiting, George A.

**Menominee, Mich.**

Richardson Shoe Company—L. C. Har-  
mon, President.

**Newark, N. J.**

Delmas Photo. Co., The—F. Delmas.  
Young, R., & Son—John Young.

**New Bern, N. C.**

New Bern Banking & Trust Co.—Geo.  
B. Pendleton.  
New Bern Cotton Oil & Fertilizer Mills  
—C. L. Ives, Treasurer and Man-  
ager.  
Peoples Bank, The—T. A. Uzzell.

**New Castle, Pa.**

Bauman Mfg. Co.—Jere Bauman.  
Dean, J. J.  
Hartzel-Taylor Co., The—C. M. Hart-  
zel.  
Lawrence Savings & Trust Co.—E. E.  
McGill, Treasurer.  
McFate & Preston—J. L. McFate.  
Moody, G. W., & Son—W. F. Moody.  
National Bank of Lawrence Co.—C. F.  
Montgomery, Cashier.  
Nessle's, J. B., Sons—D. E. Nessle.  
New Castle Grocery Co.—R. C. Howe.  
New Castle Notion Co.—Wm. M.  
White.  
Pearson, S. D.  
Smith, Daggett, Kurtz Co.—S. P. Smith.

**New Orleans, La.**

Adler, A., & Co., Inc.—Jacob Adler.  
Bowlus & Fairchild—F. B. Bowlus.  
Frank, L., & Co.—L. Frank.  
Goodman, H., & Co.—C. Stewart.  
Hernsheim Co., Ltd.—T. C. Rice-Wray.  
Jacobs-Miller-Rice Co.—M. H. Jacobs.  
Louapre, E. J., Co.—Miss Coralie J.  
Louapre.  
National Blow Pipe & Mfg. Co.—A. C.  
Posner.  
Pattison & Co., Ltd.—A. T. Pattison.  
Reiss, James J., Co.—Frank T. Bohne.  
Washburn-Crosby Co.—W. D. Currie.  
Weil-Gutmann Supply Co.—Jacob H.  
Gutmann.

**New York, N. Y.**

Crouch & Fitzgerald—Winfield S. Gil-  
more.  
Doubleday, Page & Co.—Albert H. Jen-  
nings.  
Downing, Clark & Co.—Lucien H. Clark.  
Ellison, John B., & Sons—Charles W.  
H. Jackson.  
Franklin Trust Co.—Clarence S. Weller.  
Harris, John M., & Co.—John M. Harris.  
Hudnut, Richard—Clarence M. Day.  
Hunter Mfg. & Com. Co.—R. E.  
Reeves.  
Rosenbaum's, Morris, Sons—Walter E.  
Edmondson.  
Salant & Salant—Sol. J. Yaspan.  
Seybel, F. W., Co., The—F. W. Seybel.

**Philadelphia, Pa.**

Ashbourne Knitting Mills Co.—Morris  
Perlstein.  
Flint & Lewin—Frank C. Lewin.  
Liberty Stove Co.—H. M. Shipe.  
Penn Petroleum & Supply Co.—J. A.  
Murphy.  
Seideman Bros.—A. D. Seideman.  
Wescott, W. T.

**Pittsburgh, Pa.**

Eagle Paint & Varnish Co.—M. B. Coch-  
ran.  
Fischer, Simon—Max Fischer.

**Reidsville, N. C.**

Harris, Robt. & Bro.—William C.  
Harris.  
Penn, F. R., Tob. Co., The—C. A. Penn,  
Secretary and Treasurer.

**Richmond, Va.**

Richmond Forgings Corporation—W. R.  
Williams, Vice-President.

**Roanoke, Va.**

First National Bank—J. Tyler Meadows,  
Cashier.  
National Exchange Bank—J. B. Fish-  
burn.  
Wood-Nickels Grocery Co., Inc.—S. M.  
Hudson, Assistant Secretary and  
Treasurer.

**St. Louis, Mo.**

Bishop-Eberle Mfg. Co.—C. H. Bishop.  
Broadway Savings & Trust Co.—Theo.  
Bothman.  
Gray Adams Engraving Co.—P. Mock-  
enhaupt.  
Henseler Merc. Oil Supply Co.—Jas. H.  
Roach.  
Laws, C. R.—Care Boatmens' Bank.  
Merchants' Basket & Box Co.—W. F.  
Klinge.  
Nathan, Emil, & Co.—Emil Nathan.  
N. Y. Belting & Packing Co.—W. A.  
Mattox.  
Prufrock Litton Furniture Co.—J. R.  
Wilder.  
Ralston Purina Co.—D. G. Hines.  
Republic Iron & Steel Co.—G. F. Alder-  
dice.  
Semmes, B. J., & Co.—J. M. Semmes.

**San Francisco, Cal.**  
Galassi, T. V., Marble & Mosaic Works  
—Ernest Vedovi.  
Simonds Mach. Co.—Ray W. Simonds.

**Seattle, Wash.**  
Holabird Electric Co., The—E. J. Dwyer.  
Sherman-Clay & Co.—Geo. S. Botsford.

**Sheboygan, Wis.**  
Hand Knit Hosiery Co.—H. Chesebro, President.  
Porcelain Enameling Association of America—W. J. Vollrath, Treasurer.  
Reiss, C., Coal Co., The—J. P. Reiss, Vice-President.

**Spartanburg, S. C.**  
Central National Bank—C. C. Kirby, Cashier.

**Wilmington, N. C.**  
Ahrens Brothers—Eduard Ahrens.  
Bear, Morris, & Bros.  
Bear, Samuel Sr., & Sons—E. I. Bear.  
Crescent Candy Co.—Jno. R. Hanby.  
Einstein Bros.—Louis Einstein.  
French, Geo. R., & Sons—Geo. R. French.  
Gaylord, Geo. O.  
Gore, D. L., Co.—L. B. Rogers.

Hall & Pearsall, Inc.—L. E. Hall.  
Hashagen, F. E., Co.—F. E. Hashagen.  
Hyman Supply Co.—J. B. Rice.  
Jacobi, N., Hardware Co.—M. W. Jacobi.  
Murchison, J. W., & Co.—W. E. Per-dew.  
Murchison National Bank—J. W. Yates.  
McNair & Pearsall—H. L. Hunt.  
Rheinstein Dry Goods Co.—L. Bluethen-thal.  
Southern National Bank—C. N. Evans, Cashier.  
Stevenson, J. C., Co.—J. M. Stevenson.  
Taylor, J. A.  
Worth Company, The—D. D. Barber.

**Winston-Salem, N. C.**  
Hanes, P. H., Knitting Co.—P. H. Hanes, Jr., Secretary and Treasurer.  
Reynolds, R. J., Tobacco Co.—Geo. W. Coan.  
Taylor Bros.—J. P. Taylor.  
Wachovia Loan & Trust Co.—H. F. Haffner, Vice-President and Treas-urer.

**Youngstown, Ohio.**  
Wire, Welsh & Co.—E. C. Welsh.  
Horne, J. K., & Son—J. K. Horne.

### Credit Man's Diary for 1910.

There are certain kinds of facts which the man responsible for the extension of credit needs to know or at least have right at hand for immediate reference. To meet this need, the Association, through its business literature committee, offered last year a diary especially prepared for the credit man by expert credit men. This publication met such a hearty reception that it was decided to make of the diary an annual. Therefore, the Diary of 1910 is now in course of completion and will be ready for delivery December 1st.

Another leading thought, which impelled the getting out of the Diary was that anything which tended to specialize the credit man's work and his department is not only a good thing for the credit man but is of advantage to commerce. The National Association of Credit Men has accomplished much along this line, and the Diary is to be an important factor in this development. Therefore, besides being, as we believe, the most useful ready reference book the credit man can have, the Diary embodies a principle which every credit man should cultivate earnestly.

The price of the Diary of 1910 is but \$2.00. As the demand for an annual cannot continue much after the year for which it is published, the size of the issue will depend almost entirely upon the number of advance orders received. Members are urged, therefore, not to delay in sending in their orders if they wish to be sure of having them filled.

Samples of the Property Statement and Trade Inquiry Blanks issued by the National Association, which are found a highly useful adjunct to the credit department, will be furnished members upon request. Quantities are furnished at cost of printing. Address Chas. E. Meek, Secretary-Treasurer, 41 Park Row, New York City.



### Notes.

A. C. Bunce, assistant secretary of the Pittsburgh association, was a recent caller at the National office.

In the monthly organ of the Philadelphia Credit Men's Association was published in full the federal corporation tax law.

The Nashville Association of Credit Men has invited W. R. King, a vice-president of the National Association to address its meeting November 9th.

"Your first of the month general letter I always carefully read. The October first letter contained some information which was of special service to me." From a new member.

*Capital City Creditman* is the title of the bulletin issued by the Charleston (W. Va.) Association of Credit Men. The first copy appeared in October.

Any members having information regarding the National Mercantile Record Company of Cincinnati, Ohio, are asked to communicate such information to the Association office.

Members of the Omaha Association of Credit Men are seriously discussing the matter of establishing a bureau for the exchange of credit information. The stir in this direction all over the country is an excellent sign.

The credit men of twenty-five retail houses of St. Paul, Minnesota, have organized as the Retail Credit Men's Association of St. Paul. Arrangements have been set on foot to exchange information with a like association in Minneapolis.

The first of the series of weekly luncheons arranged for the members of the Newark Credit Men's Association was attended by forty members. No set speeches were made but there were informal talks on various important phases of association work.

Did you ever note the list of cities whose Credit Men's Associations have bureaus for the exchange of credit information? You will find it on the third page of the BULLETIN cover. It is a growing list, 28 per cent. larger to-day than a year ago.

Frank E. Day, president of the Tacoma Credit Association which has recently become affiliated with the National Association of Credit Men, was a caller during October at the Association office and reported that business and association matters at Tacoma were in a thrifty condition.

The Philadelphia Credit Men's Association held its thirteenth annual meeting October 26th and elected new officers for the ensuing year as follows: D. G. Endy, of Artman-Treichler Co., president; Charles D. Joyce, of A. Colburn Company, vice-president; Freas Brown Snyder, of Merchants' National Bank, treasurer.

Members of the National Association of Credit Men who have had dealings with the Sprague Mercantile Agency of Chicago, Consolidated Adjustment Co. of Chicago, Barr & Widen Mercantile Agency, St. Louis, Whitney Law Corporation of New Bedford, Mass., National Collection Agency of Washington, D. C., and International Law and Collection Agency of Dayton, Ohio, are requested to report the results of the same to the National office.

President Rauh, of the Pittsburgh association, is satisfied from the experience his organization is having, that if local credit men's associa-

tions everywhere could be prevailed upon to push their mid-day weekly luncheons to the limit the National Association would show in two years an increase of 50 per cent. in membership.

During the summer months the Charleston Association of Credit Men has been working out the details of a credit information bureau for the merchants of that city. Already the names of 7,000 customers of Charleston wholesale, jobbing and manufacturing concerns have been listed and ledger information on all is accessible at the bureau office, 74 Bradford Building.

The Cleveland association is regretting the loss from its membership of Edwin P. Beebe who has severed his connection with the Ohio Rubber Company and has connected himself with the *Iron Trade Review* of New York. Mr. Beebe has been honored by the Cleveland association with several important offices in all of which he has served with unusual zeal and success.

On page 880 of this issue will be found an article on the recently established federal corporation tax to which every man connected with an incorporated company will do well to give some little consideration. The article is by T. H. Green, of Green-DeLaittre Company of Minneapolis, who evidently has devoted to this intricate subject some very careful thinking.

It is a distinct triumph when a badly involved debtor can get his affairs disentangled, every creditor cleaned up and the business returned to the debtor more sound in credit than ever. The adjustment bureaus of the Association are rolling up a commendable record along this line. Secretary Yale, of the Kansas City association, has just added another to the list.

Fred. A. Grossenbacher, secretary and treasurer of the Sterling & Welch Company, of Cleveland, and a member of the Cleveland association, died suddenly November 7 at his home in Warren, Ohio, after a long illness. Mr. Grossenbacher had been with his concern 15 years and had among his fellows the reputation of being an unusually brilliant credit man.

During a reception given October 5th by the business men of Pittsburgh to Dr. Cook of North Pole fame, President Rauh, of the Pittsburgh Association of Credit Men, presented Dr. Cook with a large floral horseshoe in behalf of his association. Dr. Cook in responding told Mr. Rauh that the cablegram of the Pittsburgh association was the first message from his countrymen received upon his arrival at Copenhagen.

The Pittsburgh Association of Credit Men with the inauguration of the bureau for exchanging credit information now has twelve distinct active bureaus, each under a committee having an aggressive chairman. A large part of the success attending this association's work is due to the careful attention which has been given to the choice of the committeemen, and especially committee chairmen. They are all peculiarly fitted for the committee work to which they have been appointed.

The St. Louis Credit Men's Association is taking advantage of F. W. Risque's thorough study of credit department methods, made last year as chairman of the National Committee on Credit Department Methods, to make him chairman of the local committee on the same subject. A letter sent out to all St. Louis members by Mr. Risque outlines a plan of campaign for the ensuing year which with the co-operation of members will greatly advance credit department systems.

The Court of Appeals of New York state has held that the garnishee law of that state is retroactive. In the case of *Lair & Carton* the lower courts held that the law could not be applied to accounts contracted prior to September 1, 1908, the date the law went into effect. The decision is reversed and the court also held that commissions paid to traveling salesmen are the same as salary and wages within the meaning of the law.

Report comes to the Association office that Richard Hanlon, formerly a popular member of the St. Louis Credit Men's Association whose millinery business at St. Louis went into the hands of an assignee two years ago, has amassed a fortune by the purchase and sale of a 600-acre gravel bed at Brookhaven, Massachusetts. Mr. Hanlon netted \$125,000 in the transaction, which puts him on solid ground again.

"Send me all the literature prepared by the Association and the BULLETINS for two years past. I am too far from a local association to attend meetings and so must depend on the literature. I read the BULLETIN each month from cover to cover, the convention number included. It's all so good I am sorry there is not more." This is testimony from a comparatively new member couched, it is true, in rather more enthusiastic terms than usual, but the mails bring more appreciative letters than space will permit printing.

George W. Ryan, of Pittsburgh, whose active loyalty to the National Association of Credit Men has made him one of the best known association men in the country has recently received the appointment of general manager as well as secretary of the Standard Mfg. Co. This places Mr. Ryan at the head of the general business affairs of the company, its sales as well as finance and credits. Mr. Ryan's promotion will not surprise his fellows in the Association for they are witnesses of the broad-gauged methods Mr. Ryan puts into whatever task he undertakes.

Capt. S. D. Buck, secretary of the Baltimore association, and Chas. E. Meek, of the National Association, were guests of the Boston association at a dinner given October 29th. The value of the bureau for exchanging credit information was the topic discussed, it having been determined to establish such a bureau in Boston with Herbert A. Whiting in charge. Capt. Buck's enthusiastic story of the efficacy of the Baltimore bureau in keeping its members out of losses left no room for doubt as to the advantages of establishing a like institution in Boston.

Speaking before a large body of bankers, gathered at Mt. Sterling, Ohio, the Hon. H. M. Daugherty declared that while the bankruptcy laws had never been popular in this country, the present law is more popular than any former bankruptcy act, one of its principle virtues being that it requires less expense to settle a bankrupt estate than ever before. Mr. Daugherty felt that there ought to be a modification of that part of the law giving relief to bankrupts from all future liability.

"We are always willing to exchange credit information and ledger experience with any member of the Association, and we assure you (the National office) that we shall be glad to have you consider us willing to reply at any time to any general and special inquiries you may care to make." This is from a new member who has not the ad-

vantage of intimate touch with other credit men by reason of doing business in a city where there is a local association. Nevertheless, he has caught the spirit of co-operation promptly and unmistakably.

Creditors may in many cases save themselves and other creditors large expense by gracefully giving up preferences received, and in this way allow a matter to be handled under a trust agreement, as in many cases their refusal to do so forces the matter into bankruptcy and a large amount is expended which is of absolutely no benefit to the creditors, and the preferences are then set aside by the courts; whereas, if they had been released in the first instance, the estate could have been administered without the intervention of the court.

Two flagrant fraud cases in the Chicago market outlined in previous issues of the BULLETIN have so aroused Chicago credit men that the committee of the Chicago association, which is securing subscriptions for the investigation and prosecution fund, will be able to report subscriptions not of \$10,000 as originally planned, but of at least \$25,000 to \$30,000 with which to assure success of the prosecution bureau. The committee's work has also been made easier by the fact of several successful prosecutions conducted by local associations in other parts of the country.

The Wichita Credit Men's Association in conjunction with several other business and social organizations of that city is backing a movement to organize at Wichita an Arkansas Valley Exposition Company. The purpose of such company is to exploit products of every conceivable sort, manufacturing, crops, minerals and fine arts from Pueblo to Little Rock. Every known article grown, produced, manufactured, refined or distilled in that region will be assembled, or samples of it, and displayed at some central point each year, and the cream of these annual exhibits will be sent to national and international expositions.

The members of the National Association of Credit Men all over the country will read with pleasure of the election of Wm. A. Prendergast, a former secretary of the Association, to the office of Comptroller of the city of New York. As in his election to the office of Register of Kings County two years ago, Mr. Prendergast ran ahead of his fellow candidates on the same ticket by several thousand votes, thus establishing firmly his record as a vote getter. The warmest congratulations from the Association to Mr. Prendergast on his victory and its best wishes for a term full of achievements in behalf of the great metropolis of the nation.

Readers of the BULLETIN will recall the account published therein a little over a year ago regarding the part taken by prominent Denver credit men in the consolidation of the United States National Bank. A. C. Foster, a director of the National Association of Credit Men and vice-president of the above named bank, was perhaps the leading spirit in the work of the consolidation, so his recent entrance into the real estate world in a very large undertaking will be no surprise to the members of the Association. Mr. Foster has taken a ninety-nine year lease in one of the most important business corners of Denver and will erect on it a twelve-story building which will cost in the neighborhood of \$300,000.

A representative of the Association has just returned from a trip into North Carolina made for the purpose of getting into touch with the membership there. He returned with the greatest enthusiasm for the state, its climate, its beauty of landscape, its possibilities in agriculture, manufacturing and trade, and not least of all for its people whose much described hospitality is finer and truer than the northerner can suspect



even though he has frequently had it described to him. Everywhere he found the signs of progress, an expanding outlook and opportunity, a land having no superior anywhere for the possibilities it offers.

A movement to form a local branch of the National Association of Credit Men has just been concluded at Wilmington, North Carolina. A representative of the National office in a recent visit to that city found a small group of credit men who felt that the business interests at Wilmington would be greatly enhanced if credit men there were organized and a meeting was called at the Chamber of Commerce, when twenty concerns signified their desire to form an affiliated branch of the Association. M. W. Jacobi, of N. Jacobi Hardware Co., the only individual member at Wilmington, took a leading part in the calling of his fellow business men together. Officers were elected as follows: L. B. Rogers, of D. L. Gore Company, president; M. W. Jacobi, of N. Jacobi Hardware Company, vice-president; L. E. Hall, of Hall & Pearsall, Inc., secretary and treasurer.

Since November, 1908, seven cities have been added to the list of those whose Credit Men's Association maintains a bureau for the exchange of credit information. Last year the number was 25, this year 32. See the list on the third page of the BULLETIN cover. Some day and that not far distant every local association will be able to point to its credit exchange bureau. James G. Cannon in a recent address declared that these bureaus represent the highest type of credit co-operation, that in them is brought together the experience of ten or twelve houses on one buyer, all given without color, without the creditors' opinions, just the bare facts are what is presented. No local association president should let his term of office expire without seeing what can be done to give his association a practical working bureau of this sort.

One hundred and twenty-five members attended the Pittsburgh association luncheon held at Fort Pitt hotel, October 14th, and listened to Dr. D. H. Lindsay, president of the Pennsylvania College for Women, make an address on "The Other Side of It." At the luncheon of the following week Allan T. Burns, secretary of the Pittsburgh Civic Commission, gave an earnest address in which he told of the commission's work. He declared that betterment in city administration comes from an awakening of the people, the inauguration of constructive policies in lieu of fault finding. At the close of Mr. Burns' address, George W. Ryan introduced a resolution giving the undivided support of the association to the Civic Commission in its non-political efforts to improve civic conditions.

The Boston Credit Men's Association has taken an important forward step by engaging a secretary whose time will be entirely at the disposal of the association. Some weeks ago Chas. L. Bird resigned as secretary on account of pressing personal interests and Herbert A. Whiting, formerly connected with the Boston Chamber of Commerce, has been elected in his stead. Another important step coincident with this change is the formation of a bureau for the exchange of credit information which will be in Mr. Whiting's charge. The committee which undertook to put the bureau in operation did so on condition that at least twenty members bind themselves to take care of any deficit arising from the bureau. There was no difficulty in securing the necessary twenty. Mr. Whiting will also undertake to bring the membership of the Boston association up to the number which the directors feel it is fair to expect from so active a market as Boston.

### **Important Notice.**

Hilary J. Carwile, alias J. Morse, of Petersburg, Tennessee, and his confederate, R. H. Duncan, were indicted by the federal grand jury at Nashville, Tennessee, October 21st, for using the mails to defraud and for conspiracy against the United States. This Carwile was with one Price, the owner of the York Mercantile Co., of York, Alabama.

Any member of the association who has had any dealings with these parties or received any communications from them should get into immediate touch with the Association office or with S. A. Cisler, inspector for post office department, Chattanooga, Tennessee. In doing so, send any papers received from the parties named above and, if possible, the covers under which they were received.

### **Annual Meeting of Board of Directors.**

Your attention is again called to the time of holding the annual meeting of the board of directors of the Association, November 17th and 18th, at New York City. The board will take pleasure in receiving and considering recommendations which any member may desire to make touching Association matters. At this meeting is determined the time and place of holding the convention of 1910, and your suggestions are invited. Communications should be sent to the Association office, 41 Park Row, New York City.

### **President Pierson, of the American Bankers' Association, Urges Bankers to Co-operate with the National Association of Credit Men.**

Speaking before the recent convention of the Illinois State Bankers' Association, Lewis E. Pierson, president of the American Bankers' Association, stood out for co-operation between bankers and their associations and the National Association of Credit Men. Mr. Pierson said:

"There is one fertile field in which there could be co-operation among the bankers, and that is with the Credit Men's Association. You may not be aware that the National Association of Credit Men in the past few years in a number of large cities has organized what are called adjustment bureaus. These bureaus are handled by committees of about seven men, representing different lines of business, who take charge of the administering of the estates of bankrupts, either within or without the bankruptcy courts, and in their work their reports clearly show that they have saved to the creditors of those bankrupts hundreds of thousands of dollars that otherwise would have been wastefully administered.

"They have organized in a number of large cities merchants' protective associations, which have been active in securing the criminal conviction of bankrupts who have made fraudulent failures. It is hard to estimate the good that has been done by these organizations, and the time really does seem to be ripe for the bankers' associations to come in touch with the Credit Men's Association and other associations and work shoulder to shoulder for the uplifting and the best benefits that can be achieved for the business interests of the country."

While the National Association of Credit Men has within its ranks a great number of bankers, many of whom are organized leaders in their line, yet the Association has always felt that a large proportion of the fraternity of bankers failed utterly to grasp the tremendous significance of the Association work for just those betterments which broad-gauged bankers are deeply interested in establishing. Every member of the Association will, therefore, receive Mr. Pierson's expressions with much gratitude.

### President McAdow Addresses the Entire Membership.

President McAdow sent out early in the month to the individual membership the following letter. He points out that the active period of the Association year is now upon us and all should be girded up for a campaign which shall bring greater results than any previous year has yet registered. Mr. McAdow says:

"We have entered on a new year of association work under a new administration. The new officers and directors greet you with this salutatory:

"With the appointment of standing committees the announcement of which will appear in the November BULLETIN, the work of the year will be completely launched. Its success will depend most largely upon the earnest work of these committees and upon the enthusiastic and hearty co-operation of the membership everywhere.

"Increase of membership will, as it should be, one of our main objects. The influence which is ours to-day rests very largely on our present membership. It is a logical conclusion therefore, that our working power as an organization will increase in proportion to our membership growth. We have so far, with the magnificent growth already achieved, reached about one-tenth of our possible membership. There can be no greater ambition on the part of, and no more effective work done by our members, than to secure more members. Let each member consider himself as *ex-officio*, one of the Membership Committee, and do some credit man the great kindness of bringing him into our organization.

"In the department of fire insurance our association has taken an advanced position which has brought it prominence before the great body of citizens who are demanding that increased attention be given to cutting down waste. Over and over again the association has been referred to in terms of gratitude for this protective work and it is the earnest hope of the present administration that every member co-operate to produce results along this line to which we can point with pride. Do not delay in getting into touch with the National office in this matter.

"Again in the field of corrective credit legislation our association is broadly recognized as a powerful institution. Our advantages come from having representatives in every state of the Union and from concentrating our endeavors upon a specific class of laws which all credit men can unitedly work to improve. Although during the coming year but few states will have sessions of their legislative bodies, yet the year should be made one of earnest preparation and credit men should take the opportunity the year presents to give careful study to betterments in the laws affecting our work which present conditions seem most to demand.

"Let me suggest to you that you give careful attention to all Association literature and especially to the monthly BULLETIN. It has frequently happened that members write the National office of certain losses they have sustained which surely would have been avoided had they glanced over their BULLETINS. The BULLETINS are intensely practical and you cannot afford not to use them.

"The success of our work will not depend on officers, directors and committees alone—enthusiasm everywhere, a loyalty to our past traditions, and a laudable ambition to equal or surpass the records of former years will bring a measure of success satisfying and gratifying to us all.

"Faternally yours;

F. H. McADOW, *President.*"

### **The Credit Men's Association in the Northwest.**

In no part of the country has the National Association of Credit Men developed with more regard for the original ideals of the Association than in the so-called Northwest by which is meant the states, Minnesota, North Dakota and South Dakota. In these three states are five local associations, Minnesota having one in each of its three principal cities, St. Paul, Minneapolis and Duluth. Keen as each of these cities is for the increase of its individual commerce, yet competition has not blinded their merchants to the economic value of the most thorough-going co-operation for mutual protection against those unworthy of receiving credit. Hence we find that the exchange of ledger information is not carried on locally as to each city but is state-wide and even section-wide in its scope.

The work of handling the adjustments of insolvent and bankrupt estates is carried on along the same broad lines and it is not surprising, therefore, when a consistent fight against fraudulent failures is being contemplated, that we find it being planned out on the same broad lines which distinguish the other special departments of credit men's work in the Northwest.

This solidarity of credit work has already had and to a still greater extent will have a tremendous influence upon the commerce of these states. Their retail merchants will become imbued with the essential elements that are at the foundation of good credit, their credit men will instinctively co-operate to raise the dignity of credit granting, their towns and cities will prove unprofitable fields for the commercial crook.

If what has been done by the credit men in the Northwest can be relied upon as an earnest of what is to develop there, no concern eligible to membership in one of its splendid organizations can afford to deprive itself of the privileges of membership.

---

### **Some Present Activities of the Prosecution Bureau of the Pittsburgh Association.**

The prosecution bureau of the Pittsburgh Association of Credit Men is actively engaged in opposing the discharge in bankruptcy of Herman Kamin and Louis Smith, who traded as the Central Cigar Company, both of Pittsburgh, and A. Z. Rothschild, of Meadville, Pennsylvania, also in the investigation of several bankruptcy cases.

The following is a brief of the referee's decision in the Rothschild case:

"In the matter of the bankruptcy proceedings of A. Z. Rothschild, the referee, A. G. Richmond, filed his report recommending that application of the bankrupt for discharge be refused on the following grounds:

"1st. That the destruction by bankrupt of sheets containing a record of daily slips was a destruction of books within the meaning of section 14 of the bankruptcy act with intent to conceal his financial condition;

"2d. That bankrupt received into his possession and control, subsequent to January 1, 1908, and up to June 1, 1908, merchandise of the value of \$47,000, including merchandise on hand January 1, 1909, and that he has failed to account for or to give any reasonable explanation of the disposition of \$20,000 worth of merchandise;

"3d. That bankrupt within four months immediately preceding



the filing of the petition in bankruptcy against him, removed and concealed, or permitted to be removed and concealed, merchandise of the value of about \$20,000 with intent to hinder, delay and defraud his creditors."

The application on the finding of the referee was not allowed.

### Higher Education in Credit Department Work.

The BULLETIN has at various times outlined the plans of certain of the higher schools of learning which have placed business courses upon their curriculum. Prominently among them is the "School of Commerce, Accounts and Finance," a department of New York University. Among the several lines of study coming under the business courses of that department is a course on the theory of credits. In response to a letter received by W. H. Lough, Jr., secretary of the department, in which inquiry was made as to actual training for credit work offered by the school, Mr. Lough made the following reply, which is presented with a view to receiving the comments and criticism of practical credit men. Mr. Lough expressed himself as hoping that through this letter he might be put into touch with as many members as possible. The letter might even be made the subject of debate at local association meetings in which case a summary of the discussion should be given the National office. The letter is as follows:

"The most essential courses in preparation for credit work, I should say, are:

1. *Accounting*—It is obvious that a credit man ought to be able to read quickly and easily any accounts that may be submitted to him, and ought, for that matter, to be prepared in emergencies to audit accounts.

2. *Corporation Finance*—A knowledge of corporation law and of the principles of corporate financial management is absolutely necessary now that the great majority of business concerns are organized under the corporate form.

3. *Political Economy*—In this course the nation wide forces that tend toward prosperity or depression, all of which an intelligent credit man must keep constantly in view, are studied.

4. *Business Organization*—This course covers shop and office organization and methods, and should prove of practical assistance to a credit man in two ways: First, In giving valuable suggestions as to the conduct of his own office and keeping of his own records. Second, In making it possible for him to judge more clearly and accurately as to the efficiency with which the concerns on his credit list are conducted.

5. *The Law of Contracts and of Agency*—It needs no argument to indicate that a credit man must thoroughly understand commercial law.

"If you take all these courses at one time in this school it would be necessary for you to attend classes five evenings per week through one university year. It would be possible for you to spread the same work over two years, and attend fewer classes each year. Our tuition fees are charged at the rate of \$25.00 for each class if a student attends one, two or three classes, and at the rate of \$20.00 for each class if the student attends four or more classes. A matriculation fee of \$5.00 is charged to students who are enrolled for four classes or more.

"If this letter does not fully answer your inquiry, I shall be pleased to answer further questions."

## Plan Worked Out by Utah Association of Credit Men to Educate Retailers in Insurance Matters.

At several recent meetings of the Utah Association of Credit Men the question of educating retail merchants along fire insurance lines has been taken up and a committee has been trying to fix upon the best methods to adopt.

What Utah credit men wanted first of all to know was the names of those merchants who are not carrying adequate fire protection and the mercantile agencies seemed to be the simplest medium for securing this information, the association being willing to pay the agencies for going over their records with this special matter in view.

Finally it was decided to take up the work direct and a card in the following form was prepared:

"As Utah wholesalers and members of The Utah Association of Credit Men we will appreciate an answer to the following questions on

### FIRE INSURANCE

What is the value of your merchandise?.....  
What is the value of your buildings?.....  
How much insurance do you carry on merchandise?.....  
How much insurance do you carry on buildings?.....  
If you do not carry fire insurance, please state why?.....  
We have a very interesting booklet on this subject, terse and to the point, giving reasons why you should carry adequate fire protection; may we send you a copy?

Kindly let us have your answer on this card, and oblige,

CREDIT DEPARTMENT.

Sign here

Name..... Address....."

These slips are now being mailed by members with their regular correspondence and the answers will be compiled and tabulated. Members have promised to distribute 35,000 slips during the next two months. Right now, energy will be directed to getting merchants to carry insurance and later other important insurance points will be brought up and the literature prepared by the fire insurance committee of the National Association made use of.

The idea as worked out by the Utah association is worthy of adoption by other local associations.

## The Pittsburgh Association is Establishing a Credit Exchange Bureau.

The Pittsburgh Association held an important meeting October 25th at which time it was decided to establish a bureau under the association to exchange ledger information among the members. Several weeks ago President Rauh had appointed a committee to formulate a plan of operations with rules and regulations to govern same and the plan was carefully considered at this meeting, the result being that it was heartily endorsed.

The success of the bureau is assured by the fact that the foremost houses of Pittsburgh have signified their intention of co-operating to make it a success.

The meeting also discussed the great benefits that would come to credit men if the various bureaus of the country could, through a central clearing house exchange information gathered by the various bureaus or in lieu of this if there could be an exchange of information direct between neighboring bureaus.

### Can You Assist in Finding These Debtors?

It will be appreciated if those who have any clue as to the present whereabouts of the following, communicate their information to the Association office:

Henry R. Stanton and C. H. Jackson, formerly of New York, later in Milwaukee, where they conducted a piano and musical instrument store, at 116 Mason Street, under the name Gujer Company;

H. S. France, who till recently had an advertising and novelty office at 24 University Building, Milwaukee, Wis.;

E. M. Zybell, formerly located at Montrose, Ill.;

Mrs. A. Lavery, formerly at Fifty-fourth and Lowell Streets, Oakland, Cal.;

T. E. Blodgett, formerly in the agricultural implement business at Downing, Mo., and later said to have been at Fairfield, Ia.;

Mrs. C. D. Powell, formerly in the millinery and fancy goods business at Morris, Oklahoma, supposed to have moved from Morris to Tahlequah, same state;

W. H. Hosey, formerly owner of the Midland Drug Store at Leadville, Colo.;

N. E. Sage, who operated at Davenport, Ia.;

Charles W. Bulter, who recently did business at Washington, D. C., under the style, Navajo Indian Wigwam Company. Reported later as having gone to Newark, N. J.;

W. A. Davis, formerly of Paola, Kansas, later of Kansas City, Mo.;

S. W. Davis, who was associated with the last named at Kansas City;

Harry P. Rush, who was till early this year in the plumbers' supplies business at 244 Fulton Street, New York City;

A. Baker, formerly in the dry goods business at 213 Columbia Street, Brooklyn, N. Y.;

Jacob Kanevsky, formerly in the jobbing business at 70 Rivington Street, New York City;

E. Marsh, formerly in the upholstery business at Kalamazoo, Mich.;

Scott Vannatta, formerly at Greenwich, O., under the name of Greenwich Supply Company, and later of Centerburg, same state;

N. B. Hall & Boggs, of Beatrice, Ky., and earlier of Eolia, same state;

E. B. Chapman, formerly in the grocery business at 3350 Lyndale Avenue, South Minneapolis, Minn., leaving there for Des Moines, Ia.;

Stewart Hood, formerly in the printing business at Jamestown, N. D., and later heard of at Minneapolis and again in Duluth, Minn.;

Mrs. F. E. Borham, formerly engaged in the implement business at Stratford, S. D.;

Henry Brown, formerly of Atlantic City, N. J.;

L. Goerden, formerly of Atlantic City, N. J.;

T. G. Lee, formerly of Louisville, Miss.;

Grebbe Bros., formerly at 4331 St. Louis Avenue, St. Louis, Mo.;

Jas. Beshears, formerly of Farber, Mo.;

N. E. Sage, formerly of Davenport, Ia.

## Broad Principles Distinguishing Interstate from State Commerce.

The formation of corporations for the purpose of carrying on commercial enterprises with the large capital and labor controlled by them, has opened up a field in law and politics of the greatest interest not only to the corporations themselves, but to the public at large. States have wrangled, fought and bid for the business of the corporations, and have passed all sorts of laws as an inducement for corporations to organize under their respective statutes. As the corporations grew larger and extended their field of operations, these same states have enacted law after law for the purpose of obtaining revenue from the corporations, not only from those organized under their own laws, but from those organized under the laws of other states, so that the whole subject has become confused and involved.

It will be readily seen that the subject is of vital interest to corporations which are not doing business solely within the state of their organization, and it becomes a practical necessity to such a corporation thoroughly to understand its rights before it attempts to do business in a foreign state.

The statutes of the various states are far from uniform, and when particular questions arise, it is necessary to consult the statute of the particular state in which the question arises. There are certain broad principles, however, which may be stated as general propositions, and which may be relied upon by corporations desiring to do business in foreign states.

The knowledge of these general principles may save corporations desiring to engage in business in states other than that of their incorporation, considerable expense, time and worry, for, the possible revenue to be derived from such corporations brought into the field, lawyers and others, who, by carefully worded circulars and skilfully edited quotations from court decisions make it appear that it is necessary for every corporation, whether doing an interstate commerce business or not, to comply with the foreign corporation laws of the various states of the Union.

In the first place, it must be understood that a corporation is a fictitious person created by the legislature of the state in which it is incorporated, and has no existence or any right to do business in any other state of the Union, except by permission of such other state.

It is also true that states may pass laws either absolutely preventing a corporation from doing business within its borders, or regulating the manner in which such business shall be done. *Pembina Consolidated Mining, etc., Co. v. Pennsylvania*, 125 U. S., 181.

The Constitution provides that Congress shall have the exclusive control over the subject of interstate commerce, and this is the only limit placed upon the right of states to prevent or regulate the business of foreign corporations. If a foreign corporation is engaged in interstate business, then no state in the Union can prevent such foreign corporation from engaging in such interstate business within its borders, nor can it regulate the manner in which such corporation shall carry on such interstate business. *Caldwell v. North Carolina*, 187 U. S., 622; *Robins v. Shelby County Taxing District*, 120 U. S., 489.

The subject then resolves itself into the question as to whether or not a corporation is doing an interstate business. This question has been considered in connection with the statutes concerning foreign corporations, by almost every state in the Union, and the answers have been by no means uniform, but the highest courts of nearly every state have



admitted that they had no right to prohibit or regulate transactions coming under the head of interstate commerce.

The only general statement as to what interstate commerce is, that can be made with any degree of safety, is as follows:

Any corporation may send its agents into a foreign state who may take orders, send them to the home office for approval, from which, if approved the goods are shipped to the customer direct. A corporation carrying on business in this manner need not comply with the statutes of the various states. *Armour Packing Co. v. Lacey*, 200 U. S., 226; *Rock Island Plow Co. v. Peterson*, 93 Minnesota, 356; *Slaytoo-Jennings Co. v. Specialty Paper Box Co.*, 69 N. J. Law, 214; *Haven & Geddes v. Diamond*, 93 Ills. Appeals, 557; *March Davis Cycle Mfg. Co. v. Strobbridge Lithograph Co.*, 79 Ills. Appeals, 683; *Brunner v. Kans. Moline Plow Co.*, 104 S. W., 816 (Oklahoma); *Commonwealth v. Parlin & Orendorff*, 26 Ky. Law Reports, 58; *Coit & Co. v. Sutton*, 102 Mich., 324; *Greek American Sponge Co. v. Richardson Drug Co.*, 124 Wisc., 469; *in re. Hovey*, 198 Pa. State, 385; *Meadis v. Edwards*, 84 Mo., 448.

In the case of *Armour Packing Co. v. Lacey*, 200 U. S., 226, at page 233, Mr. Chief Justice Fuller uses the following language:

"If the business of the defendant was solely that of shipping products into the state, consigned directly to purchasers on orders previously obtained, it is clear that this would be interstate commerce, and a tax laid by the state on such business would be illegal."

The Texas courts have gone even further than this, and have held that even if goods are shipped into the state and stored before a sale is made, and then sold pursuant to orders received after their arrival in the state, that still the transaction is interstate business. *Miller v. Goodman*, 91 Tex., 41; *Shaw Piano v. Ford*, 41 S. W., 198.

In the case of *Miller v. Goodman*, the following language occurs at page 44:

"Do the facts alleged show a transaction of the character of interstate commerce? We think that they clearly do. It is a case of sale, by a corporation created by another state, of goods manufactured in that state and shipped into the state of Texas. It matters not whether the goods were sold before they were shipped, or shipped to the state and then sold. It is equally interstate commerce."

In the case of *Penn Collieries Co. v. McKeever*, 183 N. Y., p. 98, at page 103, Mr. Justice Gray uses the following language:

"To be 'doing business in this state' implies a corporate continuity of conduct in that respect; such as might be evidenced by the investment of capital here, with the maintenance of an office for the transaction of its business and those incidental circumstances, which attest the corporate intent to avail itself of the privilege to carry on a business."

In some states it has been held that one single act of business does not constitute such a doing of business within the state as will require a compliance with the foreign corporation act of that state. *Penn Collieries v. McKeever*, 183 N. Y., p. 98; *Colo. Iron Works v. Sierra Grande Min. Co.* 15 Colo., 499, but this cannot be taken as a general proposition.

As to the effect of doing business within the state without complying with the state statutes the statute of each particular state must be referred to. In some states by statute a contract made without

compliance with the statute is absolutely void, and in such a case suit on the contract could not be brought either in the state courts or in the United States courts. But on the other hand, if the statute simply prevents the bringing of suit in the state court on such a contract, then, provided the amount involved exceeds two thousand dollars (\$2,000), suit may be brought in the United States courts, the contract not having been declared void. *Sullivan v. Beck*, 79 Fed. Rep., 200; *Blodgett et al. v. Lenyon Zinc Co.*, 120 Fed., p. 893.

A corporation doing business only in the manner set forth in the foregoing need not comply with any state statutes and need pay no attention to circulars, letters or other documents received by it in the mails in reference to such compliance with the statutes.

The legal bureau of the National Association of Credit Men is called upon with great frequency to give opinions upon the standing of corporations in foreign states. Any member who has any doubts along this line as to his corporation is invited to outline the conditions under which said corporation is conducting its business in any particular state, and the bureau will furnish an opinion without charge. The bureau's special study of this subject qualifies it to render such opinion.

### THE FUNCTION OF THE CREDIT MAN, AS CONSTRUED BY AN ACCOUNTANT.

BY J. W. AMRATH, C. P. A. BEFORE THE SAN FRANCISCO CREDIT MEN'S ASSOCIATION.

The ultimate function of the credit man, tersely put, is the protection of the interests which he represents from losses (by the best use of his judgment), not losses of accounts alone, but also loss of trade.

It follows, then, that the amplification of information upon which to base correct judgment is of primary importance and should extend through all the avenues of contact with, and conduct of, a customer; business as well as personal.

While mercantile reports may or may not contain correct information and are useful in their way, yet it is a fact that business relations are also carried on more or less satisfactorily with customers whose rating would not justify any extension of credit. It is necessary, therefore, that a credit man have at his command certain "underground" channels of information. Of these the first is a "working" knowledge of the customer himself, his personal habits and his business conduct. These may be obtained in various ways. That generally most available is the transmission of information on these points through the salesman who visits the establishment of the customer periodically, and thereby comes into personal—and often intimate—contact with him.

Since progress in business is the result of proper attention and proper attention is dependent upon personal habits to a great extent, it is expedient that the credit man be in close touch with the salesman, in order to have him obtain and transmit information intelligently.

A business of healthy sales volume even, may be swamped by too many deferred accounts, as profits are not secured and made available by sales and corresponding assets, but by cash received on the customer's account. The training of the salesman in observation and in making a report on the personal appearance of the customer, the status of his stock, the appearance of his place of business, as it reflects upon orderly or disorderly business methods, therefore, as a basis for his judgment, is one of the essentials of the credit man's information, since

poor methods will in time exhaust capital, whereas proper methods surely create it. Attention to personality is a greater requisite in the extension of credit than the amount of capital which the customer possesses.

It is just as essential to know (in order to make a business profitable) *what* a customer buys, as it is to know how much he buys. A large volume of business does not necessarily show profitable returns if the sales be made of staples or other low margin goods.

Information drawn out upon the afore-mentioned lines, coupled with the unwritten history of an account such as the credit man is able to extract from silent figures—forms a reliable basis for safe credit extension, and the expansion of profitable relations for buyer and seller alike. It is highly desirable, therefore, that the credit man work harmoniously with the salesman and with the accountant, who must have proper statistics for the credit man's guidance at hand, toward a common end—prosperity bred from expansion on rational lines.

Since the application of the credit man's function is so closely interlinked with the progress or retrogression of a business, it becomes necessary for him to look beyond the mere phase of supervising the limitation and collection of accounts. He must place himself on the broader plane of being a principal factor in the promotion of a business through a satisfactory business relation with a customer, limited by knowledge and good reasoning only. A rash or narrow action may not only inflict an injustice upon the credit man's own and the customer's interests, but also upon the business community at large.

The credit man occupies a position in his relation to the commonwealth of far greater importance than appears at first glance. He occupies an unique position of far-reaching influence upon the commonwealth, the development of its resources, and, consequently, its economies, since his judgment—or lack of it—cannot only make or “unmake” his customer, but strengthen or disturb the confidence of the business community at large. All of his actions have their unfailing effect on the delicate endless credit chain upon which our commerce depends.

When drastic action is required, it should be his aim to conserve assets and thereby minimize the effect of failure, but it must also be his aim so to educate the customer to a rational business conduct, that failure may be avoided.

The National Association of Credit Men is to be congratulated upon the close cohesion applied in promoting the interest of the credit man's profession, as evidenced by improved bankruptcy laws. Its members have it in their hands to raise the general standard of business ethics by co-operation and education.

#### **Refund Made by a Collection Agency on Fear of Exposure.**

A member of the Association, who had claims with a certain collection agency about which the National office has been making special inquiries, recently investigated a case in which the agency demanded \$100 for special attorney fees on the ground that it was necessary to start some kind of proceedings. It was discovered that the lawyer, supposed to be handling the matter, had not received the amount advanced, and the whole matter was referred to the Association, which started an investigation. When the agency became aware of this move, a representative was sent to the client—our member—and refunded the \$100.

It is this sort of practice which gives the agency business an unenviable reputation, and all honestly-conducted agencies should be glad to do everything in their power to purge the business of those concerns that are not conducting their affairs on an honorable basis.

### Lack of Cost Knowledge the Prime Factor in Most Business Troubles.

On the theory that accurate cost knowledge is essential to enable merchants these days to meet close competition there was appointed at a joint conference of retail dealers, jobbers, manufacturers and trade journals interested in the betterment of conditions existing in the retail implement and vehicle business, held January 12, 1909, at Kansas City, a committee whose duty it should be to investigate existing conditions and recommend remedies for such abuses as could be met by organized effort.

At the very basis of unsatisfactory conditions the committee found a lack of systematic accounting and of knowledge of the cost of doing business.

The report of the committee is so important and aims at an evil so common that it properly finds a place in the publication of the Credit Men's Association. The report is as follows:

This committee as appointed was to be made up of the president and secretary of the following associations: National Wagon Manufacturers' Association, Carriage Manufacturers' Association of America, Carriage Builders' National Association, National Plow Association, National Association of Agricultural Implement and Vehicle Manufacturers, National Federation of Retail Implement and Vehicle Dealers' Associations, also two delegates from each of the implement and vehicle clubs of Kansas City, St. Louis, Minneapolis, Dallas, Omaha, Oklahoma City, Des Moines and Peoria; also the implement trade journals by accredited representatives. E. W. McCullough, secretary of the National Wagon Manufacturers' Association, was elected chairman.

"The duties of this special committee were understood to be, the investigating of conditions now existing, and to report those conditions, with their recommendations of possible remedies to a joint meeting of the committee and the National Federation of Retail Implement and Vehicle Dealers' Association, at the time of the latter's annual meeting in the fall, this report particularly to include suggestions as to the advisability of effecting a permanent organization to carry out all recommendations finally made and adopted.

"While it was expected that this work contemplated, among other matters, the bettering of relations between manufacturers and jobbers, and the retail dealer by the removal of those things considered as trade abuses, it was deemed best, at this time, that the more important cause of unsatisfactory conditions, viz., the lack of *systematic accounting* and knowledge as to the "cost of doing business," should receive special attention.

"In carrying out this work we found ourselves somewhat handicapped because of no funds having been provided to defray expenses, and also owing to the committee being so large in numbers and so widely separated, rendering it impossible to meet for frequent conferences, but as an offset to some of these difficulties we have received valuable aid from those champions of the dealers' cause, the trade journals, several of which have earnestly and persistently kept the matter constantly before their readers, and are still doing so.

"The first step in the work of the committee was to send out a letter to the president or secretary of each organized dealers' association throughout the country, explaining the effort we were making and requesting him to send out to those members of his organization which he considered the best equipped the question blanks we furnished for the gathering of information concerning the costs of doing a retail business.



"These blanks were so arranged that signatures or other marks of identification were unnecessary and the information given was therefore in such shape as to in no way involve the sender, and yet out of 200 blanks sent out, only 85 were returned; still they came from so many different localities, the information obtained from them is quite as valuable as it would be from larger numbers.

"The following statement is a showing made as to the percentage of cost of doing business in these various states, taken from such dealers' reports received as gave evidence of being most carefully compiled, but should not be considered except in a comparative way, as the percentage of expense constantly varies with the volume of business transacted:

|                      | <i>Business.</i>      | <i>Capital.</i> | <i>Gross sales.</i> | <i>Per. cent.<br/>expense on<br/>gross sales.</i> |
|----------------------|-----------------------|-----------------|---------------------|---|
| Colorado.            | Hardware, Etc.        | \$45,000.00     | \$73,000.00         | .17+  |
| Idaho.               | Hdwe., Impl. and Veh. | 20,000.00       | 50,000.00           | .20   |
| Illinois.            | Impl. and Veh.        | 20,000.00       | 40,000.00           | .14   |
| Illinois—So.         | Implements.           | 30,000.00       | 60,000.00           | .15   |
| Indiana.             | Hdwe., Impl. and Veh. | 10,000.00       | 27,585.00           | .19   |
| Iowa.                | Impl. and Veh.        | 18,000.00       | 52,000.00           | .21   |
| Kansas.              | Impl. and Veh.        | 72,000.00       | 117,000.00          | .20+  |
| Michigan.            | Hdwe., Impl. and Veh. | 7,500.00        | 26,500.00           | .19+  |
| Minnesota.           | Impl. and Hdwe.       | 14,000.00       | 40,000.00           | .17   |
| North Dakota.        | Implements.           | 19,500.00       | 37,500.00           | .17   |
| Oklahoma.            | Hdwe., Impl. and Veh. | 50,000.00       | 80,273.00           | .19+  |
| Oregon.              | Implements.           | 21,000.00       | 35,300.00           | .17+  |
| Ohio                 | Veh. and Harness.     | 7,000.00        | 12,000.00           | .22+  |
| S. W. Kan. and Okla. | Hdwe. and Impl.       | 25,000.00       | 84,000.00           | .17+  |
| South Dakota.        | Hdwe. and Impl.       | 14,000.00       | 40,000.00           | .15   |
| Texas.               | Hdwe. and Impl.       | 35,000.00       | 120,000.00          | .14   |
| Washington.          | Hdwe. and Impl.       | 25,000.00       | 57,600.00           | .17   |
| Wisconsin.           | Hdwe. and Impl.       | 20,000.00       | 35,000.00           | .19   |

"In addition to this, the Kansas City Implement, Vehicle and Hardware Club sent out several hundred similar question blanks to dealers in territory tributary to that city, prepaying the return postage, and received returns from 123 dealers,—all of these statements are here on file and are in themselves the best evidence of the absolute need of a vigorous campaign of cost education.

"The officers of the various dealers' organizations have willingly and cheerfully co-operated with us in this work of investigation, and the small returns made by their members on the blanks do many of them an injustice in view of the persistent efforts they made. The work done by these officers, however, has borne fruit, as is evidenced by the appointment of cost committees in various local clubs and organizations, and in the placing of this subject in a prominent place upon their convention programs for fall and winter meetings. We learn also that this subject of cost inquiry is being taken up by other lines of trade, by credit men's organizations, and, in one instance, one of the largest notion supply houses of the country has issued a copyrighted schedule of figuring profits, after arriving at the cost of doing business.

"In summing up results, after carefully going over the statements returned and doing much corresponding with retail dealers, we reach the following conclusions as to some of the causes vitally affecting this matter:

*First*—The great lack of systematic record keeping, to enable the business man of to-day to know exactly where he is "at" at all times, and to know whether he is gaining or losing before the annual inventory is taken.

*Second*—No attempt in many cases to keep expense items separate from other expenditures, so that the increase or decrease of expenses can be watched.

*Third*—General failure to include in the costs of doing business such important items as:

*Interest* on capital employed (as it would earn if loaned out).

*Salary* for proprietor, partners, or members of their families employed in the business (such as they would earn if working for others).

*Rent* for buildings owned by the firm and used by them (such as they would bring if rented to others).

*Depreciation*—Reduced value of carried-over stock, wear and tear on tools or equipment, buildings, etc.

*Fourth*—The fixing of selling prices by an estimated per cent. supposed to cover cost and profit without proving such percentage by actual cost figures.

*Fifth*—The error in figuring costs and profits by per cent. on invoice instead of selling price. (If sales amounting to \$10,000.00 are made at an expense of \$2,000.00, the per cent. to add to invoice price is 25, not 20.)

"In approaching the matter of devising and recommending a uniform system of cost-finding and accounting, we are confronted with the fact that the retail trade is divided into several classes:

*First*—Dealers who handle implements and vehicles exclusively.

*Second*—Dealers who handle implements and vehicles principally, but also several side lines.

*Third*—Dealers who handle as their main lines hardware, general stores, etc., and only incidentally implements and vehicles.

"These classes are again divided as to business qualifications and amount of capital employed:

*First*—The dealer of very limited capital who does all his own work, keeping no extra help except at certain seasons and who frequently has a very limited knowledge of accounting.

*Second*—The new dealer with capital, but no business experience whatever, to whom any advance over invoice price and freight looks like profit.

*Third*—The old dealer, who began business in the days of large sales and profits, who keeps accounts of purchases and sales, but who has never gone into close cost-finding.

*Fourth*—The dealer well equipped, handling several lines, who does not go into cost-finding deep enough to realize that the lines on which he is making extraordinary profit are carrying other lines on which he may be making little or no profit.

"In devising a system, therefore, you will appreciate the utter impossibility of constructing one simple enough to be understood and appreciated by the first three classes and at the same time give satisfactory results to the latter class, so your committee recommend dealing with each class according to its needs, and this will require permanent organization for systematic education.

"It is possible to devise and publish many valuable plans and suggestions, but it will require constant, and to some extent, personal attention to bring lasting results. It is the feeling of your committee that if the results of the investigation we have made and reported to you show, as we believe they do, that this question of the lack of cost knowledge is the prime factor in nearly all business trouble, and that conditions cannot

be improved until we take hold and at least remove it in part by practical educational methods, then we recommend the forming of a permanent organization that will have for its principal object the systematic education of the retail trade along cost and accounting lines.

"We believe, furthermore, that this plan should contemplate the establishing of an office in charge of a competent person versed in accounting and familiar with the implement, vehicle and hardware business; this office not only to distribute plans and forms adapted to the several classes and business conditions but to render personal assistance to those asking to be "started right."

"This project could readily be carried out, first, by raising sufficient funds among those who would be directly or indirectly benefited to carry on the work for at least one or two years, at the expiration of which time a fee system could have been established to make it self-supporting as well as deriving revenue from the sale of books and blanks. We recommend this plan as more practical and permanent than any efforts we make separately as dealers, jobbers, or manufacturers, for at best they are spasmodic, occurring only at the times of meetings or conventions, doing some good but in time forgotten.

"Large success is not to be attained at once but by gradual growth, as with the mutual insurance organizations now successful all over the country, and results to be gotten from the education of your competitors on cost lines will increase your own profits far in excess of any saving you ever made on insurance.

"In carrying this idea farther it might be suggested that this plan be conducted as a part of and under the direction of the secretary's office of the National Federation of Retail Implement and Vehicle Dealers' Associations, and so be in constant touch with the needs and conditions of the work."

Attached to the report were some forms which direct attention to all items of cost, many of which the merchant is in danger of overlooking. Two are herewith presented:

### COST OF DOING BUSINESS.

Cost of conducting a retail.....business  
 at .....by  
 for one year commencing.....ending.....  
 Amount of Capital employed \$.....  
 Gross Sales for Year \$.....

|   | <i>Expenses.</i><br><i>Amount or Per Cent.</i> |       |
|---|--|-------|
| 1. Interest on all capital invested (including borrowed money) .....          | \$.....  | ..... |
| 2. Rent. (If owner, what the property would rent for should be charged) ..... | .....  | ..... |
| 3. Salaries. (Wages of all help, including members of firm) .....             | .....  | ..... |
| 4. Express, telephone and telegraph (not charged to customers) .....          | .....  | ..... |
| 5. Advertising .....  | .....  | ..... |
| 6. Stationery, office supplies, postage and envelopes.....                    | .....  | ..... |
| 7. Drayage. (Goods received and goods delivered).....                         | .....  | ..... |
| 8. Fuel and lights .....  | .....  | ..... |
| 9. Livery, horse feed, shoeing and wagon repairs.....                         | .....  | ..... |
| 10. Insurance and taxes .....   | .....  | ..... |
| 11. Traveling expenses .....  | .....  | ..... |
| 12. Store supplies and repairs.....   | .....  | ..... |
| 13. Donations and subscriptions .....   | .....  | ..... |
| 14. Losses on bad accounts and notes.....                                     | .....  | ..... |
| 15. Attorney's fees and costs for collecting.....                             | .....  | ..... |
| 16. Depreciation on stock carried over.....                                   | .....  | ..... |

17. Deductions and allowances to customers.....  
 18. Other expenses. (State what they are).....  
 TOTAL.....\$.....

In the two left-hand columns place either the total amount of each item of expense for the year, or state what per cent. it is of your total or gross sales. If in all cases you cannot give exact figures or percentage, mark all estimates "EST."

#### SIMPLE SUGGESTIONS ON COST FIGURES.

- 1st: Charge interest on the net amount of your total investment at the beginning of your business year *exclusive* of real estate.  
 2nd: Charge rental on all real estate or buildings owned by you and used in your business at a rate equal to that which you would receive if renting or leasing it to others.  
 3rd: Charge in addition to what you pay for hired help, an amount equal to what your services would be worth to others; also treat in like manner the services of any member of your family employed in the business not on your regular pay-roll.  
 4th: Charge depreciation on all goods carried over on which you may have to make a less price because of change in style, damage or any other cause.  
 5th: Charge depreciation on buildings, tools, fixtures or anything else suffering from age or wear and tear.  
 6th: Charge amounts donated or subscriptions paid.  
 7th: Charge all *fixed* expense, such as taxes, insurance, water, lights, fuel, etc.  
 8th: Charge all incidental expense, such as drayage, postage, office supplies, livery or expense of horses and wagons, telegrams and 'phones, advertising, canvassing, etc.  
 9th: Charge losses of every character, including goods stolen or sent out and not charged, allowances made customers, bad debts, etc.  
 10th: Charge collection expense.  
 11th: Charge any other expense not enumerated above.  
 12th: When you have ascertained what the sum of all the foregoing items amounts to, prove it by your books, and you will have your total expense for the year; then divide this figure by the total of your sales and it will show the per cent. which it has cost you to do business.  
 13th: Take this per cent. and deduct it from the price of any article you have sold, then subtract from the remainder what it cost you (invoice price and freight) and the result will show your net profit or loss on the article.  
 14th: Go over the selling prices of the various articles you handle and see where you stand as to profits, then get busy in putting your selling figures on a profitable basis, and talk it over with your competitor as well.

#### Accounts Receivable and Bills Receivable Not to be Confused.

In the October BULLETIN appeared a note regarding the practice which is more or less common especially among small manufacturers, of borrowing on accounts receivable or open accounts. The BULLETIN did not make any sweeping condemnation of this practice, but pointed out certain evils which are apt to attend it, the principal of which was that these merchants sometimes omit to mention these hypothecations in the statements they issue for the purpose of securing credit extensions.

It appears that some readers had confused the BULLETIN reference to accounts receivable, with bills receivable. The latter, however, were not included in the BULLETIN's comment and the following taken from the *Financial Age*, of New York, will help to an understanding of the situation:

"The daily as well as the financial publications have been descanting upon the supposed iniquity of 'borrowing upon bills receivable,' captioning their lucubrations accordingly. Not one of them seems to have realized the error into which they were falling. The initiator of the discussion blundered and his imitators followed suit.

"The very best of merchants use their bills receivable as a credit basis. To discount such bills is the staple of the business and main source



of profit of every bank, and to the negotiation of these by merchants it would be idle to take exception.

"The National Association of Credit Men has had its attention directed to a very different matter involving danger to its constituents and consisting in borrowing by impecunious merchants upon the strength of and by assignment of their *accounts*—not bills—receivable. Thus there may be owing to a merchant a few thousand dollars for goods sold by him on open accounts having but a short time to run. These accounts represent in his books and balance-sheet so much quick assets. But if he has borrowed from some money-lender, willing to take a chance for an exorbitant consideration, even 50 per cent. of the face value of these accounts, hypothecating them by an assignment paper, while still leaving the accounts upon his ledger ostensibly current, he can, if dishonest, conceal the use he has put them to and obtain from his wholesaler credit which would be denied him were the facts known.

"It is, of course, but a matter of misrepresentation, for there is nothing intrinsically wrong in borrowing money upon the security of a group of open accounts, provided there is such notation on the ledger pages on which record of them appears as will divulge the fact that they are subject to the lender's lien to secure the loan made by him.

"There are loan-sharks who make a specialty of what might be termed surreptitious loaning transactions, embracing not only the assigning to them of open book accounts but also the placing of chattel mortgages or bills of sale upon the stock and fixtures of those they accommodate—of course on usurious terms.

"Their clients are the weaklings who could not obtain a line of discount at any of the banks, so that even were their open accounts settled by notes, these would be of too weak a character to pass muster at a bank.

"As the pawnbroker is 'the poor man's banker,' so is the usurious money-lender that of the impecunious merchant.

"Unless there is deliberate falsification of books, the loan from the money-lender should appear as a debt and should so supply the key to investigation.

"For the National Association of Credit Men to suppress such transactions would be difficult. Its component merchants must safeguard the credit they grant by verifying every item in the balance-sheets produced to their investigators.

"Meanwhile our contemporaries who miscall accounts receivable 'bills receivable' but cloud the issue they seek to elucidate."

#### **Gave Themselves as Reference.**

The manager of the Utah Association of Credit Men has uncovered interesting circumstances connected with the assignment of Robinson Mercantile Company of Clear Lake, Utah. At the time of failure, this concern inventoried goods and fixtures at \$424, with liabilities of \$4,000, and the most surprising thing is that it had sixty-eight creditors from New York to San Francisco. The concern was able to get, as young Robinson himself said, all the goods it wanted in spite of unfavorable agency reports; that all they had to do was to refer to the postmaster, who happened to be Mrs. Mabel A. Robinson, who was the principal owner of the company.

Any member who sold the concern on the strength of a property statement upon the strength of reports furnished by the postmaster should communicate at once with Geo. E. Forrester, manager, P. O. Box 886, Salt Lake City, Utah.

## A BUSINESS MAN'S OPINION OF THE FEDERAL CORPORATION TAX.

BY T. H. GREEN, OF GREEN-DE LAITRE COMPANY, MINNEAPOLIS, MINN.

I maintain that Congress has no power or authority to levy a tax upon the income of a corporation organized for profit, not a public utility, not organized under any law of the United States, nor created by it or under its control, except possibly, upon that portion of its income derived from its business done outside the state under the laws of which it is organized, and not then unless all are taxed, and that any attempt to do so is unconstitutional as class legislation. Such a tax is an income tax pure and simple, but has no advantage over an income tax as to constitutionality, in that it discriminates as between the individual, co-partnership or association and the corporation and as between corporations.

In Minnesota a corporation formed for commercial purposes has no advantage not possessed by the individual, co-partnership or association, save one, and that is that in case of death of any one holding stock, the business will not have to be administered and closed out. An interested person's stock may be transferred without in any manner disturbing the business, but on the other hand the corporation is hedged about by restrictions that do not apply to individuals or co-partnerships. The stockholders are subject to a double liability. The incorporated company pays to the state, incorporation fees. It is amenable to all the laws of the state and the United States the same as an individual or co-partnership. It is limited as to the indebtedness it may incur. Its credit in the market is restricted by reason of its being a corporation. Its paper must be endorsed by the responsible stockholders and its credit with its bankers must be guaranteed. It is restricted to a certain extent by the laws of those other states in which it attempts to do business. It pays taxes in the same proportion as the individual, co-partnership or association. It has no protection under the law not enjoyed by others. It gains no authority from the state to do business that its stockholders as individuals do not possess. I do not believe the United States has any legal right, certainly any moral right to make a commercial corporation's business affairs a matter of public record without at the same time making the business affairs of all doing a commercial business a matter of public record.

Our neighbor, an individual or co-partnership, around the corner in the same line of business pays no fees to the state for the privilege of doing business, he pays no more taxes in proportion than we, a corporation, he is not restricted as to the amount of debt he may incur, his credit is not restricted in the same manner nor to the same extent as ours, he is not hedged about by restrictions in his own state or others as we are, he is not amenable to any laws that do not also apply to us. At the close of the year he can do as he pleases with his profits, while if the corporation tax is levied, we are compelled to contribute to the support of the general government a portion of what we have earned and he pays nothing. We are to be compelled to disclose to the general public, which means our competitor, all the secrets of our business, thus giving him knowledge which he may employ to our disadvantage to build up his own business, without our being able to obtain like information as to his affairs. This manifestly is unjust. I cannot imagine how any one possessing a spirit of fairness, who has given it any thought, can advocate an excise tax or an income tax unless all are subjected to it, and even then there are grave objections to an income tax.

I believe the new law unconstitutional if for no other reason than because it discriminates as between corporations. It is claimed to be an excise tax or a tax for the privilege of doing business. If it is, then all corporations should pay. The tax cannot be equal as between corporations that must pay it and it makes a distinction as between corporations whose net income is more than five thousand dollars and those whose net income is less than that sum.

There is no certainty that a corporation that will have to pay the tax this year will be obliged to pay it next year, or the year after or ever. It makes no distinction as between the corporation doing a purely local business, deriving no power or privilege from the general government and the one doing an interstate business.

Under deductions, Article "C," the law says that there may be deducted from the gross income received within the year:

"Interest actually paid within the year on its bonded or other indebtedness to an amount of such bonded and other indebtedness not exceeding the paid up capital stock of such corporation, joint stock company, or association, or insurance company, outstanding at the close of the year, and in the case of any banking association, or trust company, all interest actually paid it within the year on deposits."

This it seems to me is ambiguous. If it means just what it says it will work a hardship and an injustice to many mercantile and manufacturing corporations. For instance, a corporation having a paid up capital represented by stock outstanding to the amount of one hundred thousand dollars, may be a borrower at times or possibly all the time to the extent of three hundred thousand dollars. Under Article "C" said corporation can only deduct from its gross income the interest it has paid on one hundred thousand dollars. In such case the said company would actually be required to pay a tax on the interest it has paid on two hundred thousand dollars, while the bank or banks from which the loans are made are obliged to account for the interest so received as income and are taxed on the net amount received from same, which looks to me like double taxation.

Loans are made by borrowing direct from banks and through commercial paper sold through brokers to banks at varying rates of interest. How will it be possible to determine the amount of interest actually paid on the one hundred thousand dollars? It cannot be done. It is indefinite and uncertain and hence unconstitutional.

The rate is only 1 per cent. This cuts but little figure. The amount of tax is not the objection. It is an unfair proposition to discriminate as between concerns in the same line of business. It is not equitable or just to add to our expense of doing business because we are a corporation and not add a proportionate amount to the expense of our competitor, an individual, or co-partnership, nor is it right to compel us to disclose our financial affairs and make them subject to scrutiny without at the same time requiring the same thing of our competitor. If this were an income tax to which all of us would be subjected this element of unfairness would not exist. It is stated that the ultimate aim is government regulation of all corporations. It appears to be a doubtful attempt to regulate certain corporations, which possibly is desirable, but loopholes are left through which they may escape, leaving the legitimate mercantile corporation to suffer.

The fiscal year of the United States Government ends June 30th. This law will force all corporations to commence their fiscal year

January 1st and to end it December 31st. How can the two be reconciled? The law will work a great hardship in many lines of trade, especially in manufacturing, where inventories are taken between seasons, and will compel the taking of inventories at the most inconvenient, and, in many cases, well nigh impossible time, a time when factories are filled with material in hundreds of different stages of the work, making it difficult to place proper values upon the uncompleted articles, and hence, a correct return would be out of the question. It will upset the systems of book-keeping in use and will necessitate changes in plans of doing business that in many cases will mean heavy loss. To all mercantile corporations having taken inventory at dates other than January 1st, 1909, it will be impossible to make correct returns. For instance, a corporation that invoiced its property on April 1st, 1909, will be obliged to estimate its net income for the previous three months, and, in that respect, it cannot comply with the law. It is objectionable from every standpoint.

If we must have either an income tax or a corporation tax in order to raise sufficient revenue, then let it be an income tax and distribute the burden as equitably as possible and let whatever publicity is necessary apply to all, whether as individuals, co-partnerships, associations or corporations, and let us all stand an equal show. I do not believe it was necessary to levy either an income tax or a corporation tax. A stamp tax would be preferable. A little more could have been added to the tobacco, beer and whiskey tax. The tariff, I believe, could have been revised without raising rates, so that it would have produced sufficient revenue without materially affecting labor which should be protected first.

The man of wealth, the owner of stocks and bonds, who ought to contribute liberally to the support of the government, will no doubt prefer the corporation tax to an income tax, because he will get off so much easier, while the man of moderate means, the small investor, who would have little if anything to pay under an income tax, will be obliged to part with a portion of what he would otherwise receive as dividends upon his savings, thereby placing the burden where it does not rightfully belong.

If one-half the time already spent by Congress in trying to devise plans to tax the people in order to increase the revenue, had been spent on plans to economize in expenses the question of facing a deficit would have been settled long ago. That is what a business man would have done as to his own business, why should not Congress do the same thing as to the people's business.

It looks to me as though the corporation tax was put forward to sidetrack the income tax, with the idea in view that the corporation tax will be declared unconstitutional and in consequence both income and corporation tax will be killed. If it works out that way, all right, but if not I think that as a matter of equity and justice the Corporation Tax Law should be repealed.

#### **A Model of Perspicuity.**

An attorney mailed the following self-explanatory report to his correspondent regarding a party from whom he was asked to make a collection. It is a model of its kind:

"He is out of business, out of a job, has nothing, with no prospects ahead. He lacks energy, stamina and stability, and is just recovering from sickness. In fine, he is about as good an example of the 'Forlorn Hope' as has ever come under my notice. I would advise your client to forget his account, and press forward to newer and better things."



## Convention of the National Wholesale Druggists' Association.

The National Wholesale Druggists' Association held its annual convention October 12th-15th, at Richmond, Va. The conventions of this association, whose members have so much to do with the health and general welfare of the nation, are becoming yearly more and more important.

While the reports of the various committees contain much of general interest, those of the committee on credits and collections and the committee on fire insurance are the ones peculiarly interesting to the credit man, no matter the line of merchandise he checks out.

The report of the credits and collections committee made by W. C. Shurtleff, of Chicago, with the comments upon it from the floor are presented here:

### *Report of Committee on Credits and Collections.*

The Committee on Credits and Collections appreciates the difficulty of presenting anything of unusual interest to a body of men so thoroughly familiar with the topic and its everyday application to business affairs, but, in accordance with custom, we present the result of our correspondence and investigation, with such suggestions as we have derived from them.

### *Legislation.*

There has been no change in the bankruptcy law since our last session. We are informed, however, that the National Association of Credit Men is about to take up the work actively again, with good prospects of obtaining the passage of the Sherley bill, with, possibly, some changes that have been suggested by the associations interested in the matter.

As dividends in the case of a bankrupt druggist are practically an unknown quantity, about the only benefit we derive is the satisfaction that, instead of the old days when the few diligent creditors got it all and most of us nothing, we now find that no one gets anything; and we are reasonably assured that the debtor, having claimed his exemptions, will soon reopen, perhaps in the same location, where we can compete for his trade with best wishes for his success.

### *Uniform Terms.*

The adoption of uniform terms has proven so entirely satisfactory to a large proportion of the country that it would hardly seem necessary to discuss them in this report, but there come, from time to time, complaints that in certain sections they are being evaded, to the detriment of profits and the friendly relations which should exist in the trade. The allowing of additional discounts after the maturity of bills, or any other concession which is an evasion of the understood terms, is an evil which, unless checked, is liable to grow into a serious demoralization, and we suggest that wherever such conditions exist, if it is impossible to correct the trouble by direct appeal to those interested, the matter be brought to the attention of our general office, where we are sure every effort will be made to establish better conditions.

The matter of interest on overdue accounts is another item which was not covered by the resolution on uniform terms, but which enters into the daily transaction of business to an extent that deserves attention. We are in receipt of several suggestions from different markets, all of them requesting that some action be taken by the association, as it is, of course, an evasion of uniform terms to grant

any exceptional extension of time beyond the agreed terms without the charge of interest. Local interest rates, of course, differ in the various states, but it is not so much a matter of determining the rate as that a policy shall be agreed upon and maintained, and we recommend that a resolution be adopted expressing the opinion of the association as being in favor of a charge of interest upon overdue accounts.

Certain other evils in the trade, existing in some of our large cities, although a serious menace to harmony and destructive of profits, are local in their character and hardly seem to be subjects for the discussion of this association; most of them could be remedied by a better understanding between members of the local trade without disturbing the relations between the jobber and his customers, and wherever there is a desire to attempt to bring about a better condition we are confident that our general office, through its representative will be ready at all times to lend its assistance and will welcome an opportunity to show its efficiency in so practical a way.

#### *Insurance.*

Your committee desires to repeat the suggestions of its predecessors that particular attention be given to the matter of fire insurance in basing credits, not only as to the amount, but also regarding the character of the companies and the contents of the policies. It is not unusual to find policies covering the same risk containing clauses in direct conflict; and the merchant should be cautioned to make certain that all policies are uniform, not only as to description, but in their terms and conditions, thus avoiding trouble in adjustment should a loss occur.

Experience in adjusting drug losses has shown the value of an inventory in proving claims, and we can render no greater service to our customers than by urging upon them the importance of taking a detailed inventory of their stock at regular intervals.

For some years the credit men's and the bankers' associations have been urging upon the mercantile agencies the importance of insurance information in their reports, and it is hoped that in the near future this very valuable item may be included in every report furnished.

#### *Credits and Sales.*

The man is fortunate who comes to the credit desk after having experience as a traveling salesman, for by his previous close association with the customer he is familiar with all the trials, difficulties and perplexing situations with which the merchant has to contend, and when reports drift in from the salesmen from time to time regarding crop failures, epidemics among live stock, the shutting down of factories, floods, hail storms, etc., with their effect upon local conditions he readily comprehends to what extent accommodation is necessary.

Next to having this experience, however, the best source of information is the salesman himself, and no department can successfully handle its credits without thorough co-operation with the sales department. Fortunately, this is so generally recognized that the old condition of antagonism that existed years ago is rarely found, and both understand that while the salesman furnishes the credit man with an occupation, the success of the business and his own employment depend upon the careful scrutiny of orders, as to the probability of payment within a reasonable time. The salesman who

aids the credit department by reporting promptly every change in conditions on his territory and all that occurs which affects his customers, either favorably or to the contrary, will find his own path made easy and his judgment accepted in those numerous instances where it is a close question whether to take a chance or not.

The credit department should not and need not be a business killer if the salesman is properly cultivated and his value as a source of information recognized, so that both may have a share in establishing satisfactory relations with the customer, with its attendant results of increased sales.

#### *Credit Information.*

Unquestionably the best credit information we obtain to-day is the experience, as shown by our ledgers, which it is customary to give when inquiry is made by our neighboring jobbers. Because of conditions peculiar to our business and not applying to any other line of trade, the commercial agencies have neither the understanding of our needs nor the reporting force capable of ascertaining them, so that the usual agency report is a statement of generalities, combined with figures—the value of which the reporter, being unfamiliar with the business, is unable to determine. If it were possible to place in the possession of each firm the information showing the actual business experience of all houses in our own and allied lines, it would be welcomed by every drug credit man.

The systematic collection and distribution throughout the trade, from each market of information regarding the party inquired upon, as to the highest credit extended; whether payments are prompt, fair or slow; regarding unjust claims and arbitrary deductions; amount of indebtedness and how distributed and proportion past due—would cover practically the entire field and afford the best information obtainable for credit purposes. The ledgers of those with whom the merchant has dealings furnish the best evidence of his condition, if the information is honestly and freely given and a statement of exact conditions. This may seem objectionable in some instances, but it is probable that in the exchange or reports we derive as much benefit as we bestow; and this method for instance, is sure to discover the previously unknown indebtedness of the old customer whom we have permitted to lean too heavily upon us, presuming that we were his principal creditor, only to find by the interchange that there were several others laboring under the same delusion.

It is now generally recognized that the results of co-operation are more profitable than those of independent competition; and if by the use of mutual information we can reduce our losses and thus increase profits, the plan deserves our support. There is a growing appreciation of the value of this service; and while the movement is yet in its infancy among the mercantile reporting agencies, the systematic collection and distribution of ledger information has already been arranged by two important branches of trade, and local associations of a general character have been organized in many of the larger cities for some years.

In regard to the labor incident to the plan, we are informed by one of the trade associations that has been using it for several years, that the fear of its being burdensome is imaginary and that it does not require more than ten minutes—with an average of less than five minutes a day of the bookkeeper's time—in order to give a satisfactory service within twenty-four hours of the inquiry.

With this service operating locally in the various markets and a general system which would permit overlapping markets to exchange reports, we would have an ideal service, strictly up to date, comprehensive and efficient.

So universal is the commendation of those who have used the interchange service that your committee feels it is warranted in bringing the matter to your consideration and recommending that if it have the approval of the association, and that the next committee on credits and collections be authorized to encourage the adoption of the plan, to be operated either through the credit associations or by using the facilities of some existing organization, as may seem best to the committee after investigation.

Commenting upon the committee's reference to the bankruptcy act a member gave his opinion and experience in these words:

"The report of the Committee on Credits and Collections is so excellent that I hesitate to rise to make any remarks concerning it, but there is one statement in the report describing conditions which I hope are confined to the territory of Illinois. The impression conveyed is that the bankruptcy law has been of no benefit to creditors. I do not know what the experience of others has been, but in our latitude the bankruptcy law has certainly been of decided benefit, and I should much regret if the impression went out, based on this very excellent report, that we would rather go back to original conditions. I do not suppose that is what is meant. As a matter of fact, I do not think it has quite gotten down from a condition where some people got something, to a condition where nobody gets anything, but I think there is largely an equitable distribution of what is left, may that be small or large. There are, also, other practical benefits from the bankruptcy law, one of which, for example, came to my attention quite recently, where a concern came to us and proposed after we had carried them for seven or eight years, for a considerable amount of money, that we accept some compromise amount. I think they wanted to give us about 60 cents on the dollar, and when something was said about invoking the bankruptcy law, the statement was made that the father of one of the members of the firm held a judgment for a considerable amount, and it probably would not do very much good to go through the forms of a bankruptcy proceeding. The question was asked how long this judgment had been held, and the answer was frankly given, and it was discovered that under the bankruptcy law that judgment would not be a lien any more than any other claim. The result was that the account was settled in full."

#### **How Some Collection Agencies Thrive.**

There is a certain class of collection agencies which makes a fairly fat living on the pretext that they have been peculiarly successful in collecting on old claims. In soliciting business they lay their emphasis on the old claim accepting those that are outlawed by statutes of limitations or are against debtors who are known to be execution-proof—wooden Indians—so to speak.

The question comes: how can this sort of business be profitable for anybody if the subscriber pays no fee in advance? The answer is found in reading the agreement entered into between the agency and subscriber. It requires the latter to send six reports each 20 days with two 2-cent postage stamps for each item. This seems like a small contribution from one house, about 35 cents per month, but



multiply this sum for a few hundred subscribers and we have quite a total of easy money. Add to this a commission now and then on a collection, and consider further that most subscribers will have no way of checking up any collection which may be made, it will be seen that the business is not quite akin to the process of "squeezing blood out of a stone." It is no venture to say that the total outcome is not to the advantage of anybody but the so-called collection agency.

What is the use of maintaining these parasites, petty grafters on the commercial world.

#### **A Message from President Curtis of the Fort Worth Association of Credit Men.**

That Texas credit men have a clear understanding of the scope and purposes of the Credit Men's Association has been definitely proven on several occasions, notably during the year of the panic. The following letter from the pen of President George W. Curtis, of the Fort Worth association, contains the sort of broad-gauged ideas upon which associations grow in power and influence. Mr. Curtis wrote it as a rallying word for the new year for his own local members. It is all, however, good enough to be a rallying word for the credit men of the entire nation.

Mr. Curtis says: "Co-operation for the credit man is another expression for the old 'In Union there is Strength.' Co-operation to the credit man means strength in his more difficult positions; lighter burdens on his own shoulders, and far greater safety for the interests he represents.

"Time was when the debtor was suspicious of co-operation among his creditors, and while he recognized the power in combination, and perhaps trembled for the outcome, he nevertheless felt that it was a combination against him, and he usually consulted his lawyer to see what could be done to protect himself.

"As a matter of fact, co-operation among credit men has been brought about by the need to protect themselves, not less than the need for them jointly to protect the debtor. A failure in business means a much heavier loss to the creditors than to the debtor, and the prime object of co-operation has been the protection of honest debtors and the prevention of dishonest ones.

"Rascality will never be stopped by co-operation, but wide-awake credit men in close touch with one another are far less liable to feel its bad effects.

"The old 'dog in the manger' policy of evasion toward other responsible crediting concerns is out of place in modern business methods. The credit man or concern that permits such a policy must expect to be shunned by decent competitors, and in time the man or his firm must be crowded out to make room for people who can work in double harness.

"Life is too short for narrowness in business, and the broader policy of using others, as they are willing to be used, in a spirit of friendly co-operation—giving and taking in fair exchange the information thus brought in for clearance, has proved itself the part of wisdom.

"I would suggest also that good reports are of especial value. It is worth something to you that your competitors know your customers are good men, and it is worth still more to know the good opinion of your competitor toward his customers.

"The successful credit man must take chances in a measure, and one who takes chances must occasionally lose; but honest, intelligent co-operation will lessen the chances, and to a certain extent prevent the loss."

## CREDIT TO WHOM CREDIT IS DUE.

AN ADDRESS BEFORE ST. PAUL CREDIT MEN'S ASSOCIATION BY HENRY WOLFER, WARDEN MINNESOTA STATE PRISON.

The subject upon which I am to speak, "Credit to Whom Credit is Due," is a large subject—more than filled with the real activities of life. A text is supposed to act as an anchor or safeguard for the preacher but it is not always convenient for the inexperienced speaker.

This reminds me of an experience related by my old friend and tutor, Major R. W. McClaughry, now warden of the United States Penitentiary at Leavenworth, Kansas. Thirty years ago, he was warden of the Illinois State Penitentiary. A colored gentleman by the name of Moses Smith had been sent to prison for five years from the southern part of Illinois, commonly called "Egypt," where Southern manners and habits are well grounded. Moses had been sent up for stealing chickens. The day finally came for his release and as he was about to go out into the world again and renew the battles of life, he had his last interview with good Major McClaughry. The major's story covering that interview runs something like this.

"Well, Moses, you are going back to your old home and I hope you realize fully your responsibility and that you have decided to live right and to obey the law."

"Yessah, Major, I'se got enough of dis. I'se goin' out to be a good man and to win the respect of everybody."

"Well, Moses, have you thought out what you are going to do and how you are going to do it?"

"Yessah, I has."

"What are you going to do, Moses?"

"I'se goin' to be an 'exhorter.' I'se learned a heap since I came here. My education is good, and I'se goin' to be an 'exhorter.'"

"You mean you're going to be a preacher."

"No sah, I ain't goin' to be no preacher. I'se goin' to be an 'exhorter.'"

"Well, what is the difference between a preacher and an 'exhorter?'"

"Dere's a heap o' difference, Major."

"Well, what is the difference?"

"A preacher has a text and he has to stick to it. An 'exhorter' has no text and he cane talk all around the subject."

Before I get through, you may think me something like this colored gentleman. If I may be allowed to wander just a little more afield, I would like to give you a little experience I had once with a colored gentleman, which shows some of the curious sidelights that enter into prison life, and something more of the negro character which is able to see and comprehend funny things, however gloomy the environment.

Cuff Jackson, a large burly negro, a tough case, an all around bad man, was serving his sixth term in Joliet, when I commenced prison work at 18 years of age. I had charge of a large shop of which Cuff was a member. The third day I noticed that Cuff was getting rather loose in his conduct, and that other prisoners working around him were catching the spirit and there was more or less loafing and talking going on. I called Cuff up to the guard's stand and said to him, "Cuff, you must behave yourself. I see men around you laughing and more or less talking and your face is always turned away from

me when this is going on. It looks to me as if you were trying to make trouble. You will have to stop that or I shall have to report you."

Cuff turned his back to me and looked around the shop in a boastful kind of a way and then turned his face and said, "Young chap, don't youse think youse getting pretty fresh. If you don't quit talking to me dat way, I'll come up in that stand and slap your face," and, suited his actions to his words. He came up on the steps leading to the platform, reaching his hand over to unlatch the door to the stand. I picked up my cane, got it into harmonious position and said to him, "Cuff, you unlatch that door or come another inch and I will split your head open."

Cuff gave me an astonished look, thought a moment and said, "I'se goin' to report you to the deputy warden," then wheeled around and walked out of the shop. The deputy met him just outside of the shop and returned with him to the stand. I made a verbal report; Cuff gave his version of the situation. Cuff accompanied the deputy, and I did not see Cuff again for several days.

When he returned, he was penitent and agreeable and among other things he said, "Boss, there's goin' to be no more trouble between us."

I was in the shop for something like a year after this understanding and Cuff was one of the best men I had in the shop. He always seemed glad to do anything for me and his influence upon the other men was good. I was finally promoted to the post of captain of the cell-house. After I left the shop, Cuff began to have trouble again and was transferred to the various shops of the prison. He continued to make trouble for everybody and everybody made trouble for him.

Finally the deputy warden came to me saying, "Nobody can handle Cuff, and he is in trouble all the time and he makes trouble for everybody else. I wish you would take him and see if you can find a place for him somewhere. You are the only one that has been able to get along with him."

I said, "Yes, bring him along, I think I can handle him." We got along very well together, and after three or four months, I made him my handy "Man Friday." Whenever I had any chore to do that required care and responsibility, I sent Cuff to do it. He appreciated the confidence and was more than faithful.

Sunday forenoons were usually busy times when all of the prisoners were in their cells or at chapel service. Cuff had not been to church for a long time. One Sunday morning I said to him, "Cuff, you have not been to chapel for over three months. I think you had better go to church to-day."

"Dere's a lot to do here this morning, boss. Reckon I better stay here and help you out."

"No Cuff," said I. "I can get along to-day. You better go to church."

"All right, boss," said he, "I go to church if you say so," and away he went.

At that time, something like thirty-five years ago, the prisoners took their meals in their cells. When Cuff came back, we were ready to dish up the Sunday dinner in tin dishes on tables in the end of the cell-house. He put on his white apron and cap to dish up, every now and then giving me a side glance with an expression on his face of "Boss, I want to tell you something." He continued at his work, every now and then giving me one of those significant glances which

I understood so well. Finally I walked over to where he was at work and said, "Cuff, what is it?"

He looked up and with a twinkle in his eye, he said, "What do you suppose 'Holy Joe' said in chapel?"

"Holy Joe" was the name the convicts had applied to the good chaplain, for two reasons I suppose; first, because he could not preach, second, because he was commonly regarded as a good man.

I replied, "Cuff, I don't know. What did he say?"

"He said dat if it wasn't for the good dat he spected to do in dis world preachin' the gospel in the prison, dat he would be willin' to die now, and go home to heaven, cause when he died, he knowed dat was where he was goin,' but for the good he felt sure he could do, he was willin' to live and work on until he was called home by de master."

"Well," said I, "Cuff, that is good religious doctrine."

"I don't know about dat boss. I don't know about dat."

"Well, if you were sure that you would go to heaven if you were to die wouldn't you prefer to go now rather than live on as you have been living the past eighteen or twenty years, having had trouble and in prison nearly all your life?"

"I don't know about dat, boss."

"Well," said I, "Cuff, which place had you rather be in, here or in heaven?"

For the first time Cuff raised up from his work, dropped his dipper, looked me square in the eye and, said he, "Boss, I'll tell you the God's truth. I'd rather be in the city of Chicago than either one of the damn places."

But to come back to the text, "Credit to Whom Credit is Due." Aside from the activities of business and commercial life, there are cardinal principals involved in the outline of this text. There is no element in human life, involving the experience of our relation to our fellows in business, social, political or religious life, that does not call for the cardinal principals expressed in the Golden Rule: "Do unto others as you would have them do unto you."

All this brings us to the relations we assume, when we undertake to give "credit to whom credit is due," and if we do this in the business, social and humanitarian sense, we will follow closely the principle expressed in the Golden Rule.

The Good Book tells us that "No man can live unto himself, and no man can die unto himself." It may be said with equal certainty that no man can live and thrive without the aid and good-will of his fellows and that no man can successfully undertake to live and thrive without the aid and good-will of his fellows, unless he is looking for a birth in the penitentiary.

You all know and appreciate that the intricate problems we have to deal with in business and commercial life sometimes cause us to belittle or brush aside the rights of the other fellow and we are tempted to resort to sharp practice, snap judgment, resulting in a readiness to take advantage of those not equally as well equipped in ability and experience. The very nature of this experience will, I say, tend to lead us away at times from the principles intended to be expressed in a "square deal." If you give me a "square deal," you will give me all the credit that is due me.

To do this successfully, we must first have mastered the cardinal principles that mark the way to the perfect man. To know human



nature, to know man, to know the will of the master, and to have the mind, the will and the heart to live in harmony with them is a proud distinction to which we may all aspire. If we succeed in working out the vital principles taught by them, we surely will have accomplished something good in the world.

But to get away from the moral and ethical side of the question and deal with it purely as a business proposition, what relation does the credit man bear towards the success of a business or commercial enterprise in which he is engaged, and what are the working principles he keeps in mind when he gives or withholds credit?

I imagine that there may be a diversity of opinion as to just what these principles are and every man is entitled to his opinion as long as it is an honest opinion. I have had some little experience in business and in the giving and withholding of credits, and from this limited experience, I have learned and tried to keep in mind three important phases of the question, that may be summed up as follows:

First—Is the man honest?

Second—Has he business ability and good horse sense?

Third—Are his financial resources favorable?

I have named them, as it seems to me, in the order of their importance. If he is honest, has good business judgment and what is commonly termed good "horse sense," a man will not buy anything that he cannot pay for and if he lives he will meet his obligations. Of course, the third feature, favorable financial resources, is an important factor and is sometimes very helpful, but it is not as important as the other two. If a man is dishonest, if his judgment is poor, or if he is not well balanced, he is never safe, though he is worth a million.

Taking it for granted that my outline is tenable, and that the classification has merit, the next question to consider is how to get at or how to determine the standing of each with relation to the classification. The nature of the credit man is more or less dual in its character. I might mention three important connecting features, more or less dual and at the same time necessary to be welded into a harmonious, though composite whole; first, the credit man's relations to the business he represents; second, his relations to the traveling man, the direct connecting link, the personal touch as it were, between the business or company he represents and the customer; third, the customer, himself.

If the credit man is not gifted with tact, wisdom, and such a comprehensive knowledge of human nature as will enable him to grasp the interests of each and bring them into harmonious co-operation, he cannot hope to succeed.

Commercial reports are of more or less doubtful value. Other sources of information that may be obtained by correspondence outside of the customer himself, are more valuable. The information that may be obtained from a traveling salesman, if he is up to his job and has been properly educated, is a greater aid and help, but the correspondence that may and will pass between the wise credit man and the customer himself is a still better avenue to determine the character, honesty, ability and general responsibility of the customer.

The credit man is a growing institution. He is looming larger and larger upon our business horizon. As our business institutions grow and develop, the technique, or the touch, of the credit man

must not only follow but lead in order that the ship may navigate safely.

It is, therefore, necessary that the head of the credit system be in harmonious touch with the customer by timely and well-worded correspondence. How many of you have read character in a letter? I doubt if there is one here who cannot readily re-call letters from persons whom they have never met, and yet whose characters are so plainly portrayed in the letters that they know them better than many men whom they meet daily in their business vocations. If a man has a good strong character, he can and naturally will breathe it into his letters, and the influence of it on the recipient will be strong and lasting. You all know how quickly a good letter writer can soothe the ruffled spirit of the customer or the traveling salesman, or if he uses ill judgment or if he is a hap-hazard letter writer, irritable, of changeable moods, or maybe suffering from a preceding bad night of it, how easily he will upset the whole basket of fruit and make a mess of it.

If my conclusions are well-grounded, the credit man will have a more or less personal knowledge of his customer whether he has ever met him or not, and the customer will not only believe in him, and respect the business institution he represents, but will have confidence that he will always get a "square deal."

The hidden forces of nature in all departments of life are being revealed to us more and more as time goes on. The material forces of the universe are yielding its secrets to the guiding hands of genius. The mind of man, circumscribed, apparently limited in power, yet has made great progress in all departments of life. We all now recognize the great power of mind over matter and mind over mind. We say of this or that strong character, "He has a magnetic touch," and if he has, like the subtle forces of electricity, it may be made to annihilate space. Call it telepathy or what you may, there is a mental influence that may be given off and taken up without regard to space or intervening material obstacles.

One of our well-known philosophers has said, "Man was not born to solve all of the problems of the universe, but to try to solve them in order that he may keep within the limits of the knowable."

This reminds us of that immortal poem of Alexander Campbell, "Essay on Man," in which he tells us that "the proper study of mankind is man."

If we gather a limited knowledge of human nature, other material and vital forces will be at our command and it may be aptly paraphrased in a few terse sentences I read a short time ago, which ran as follows:

"He who knows and knows that he knows is wise, follow him;  
He who knows not and knows that he knows not is a fool, shun him;  
He who knows not and knows not that he knows not is a child, teach him."

We are all creatures of impulse. This element in the nature of man has spurred him on since the dawn of creation. Without impulse mellowed by sentiment we would be an immovable mass, but human impulse unguarded and uncontrolled may speedily lead us into moral and spiritual bankruptcy or place an impassable barrier across the way of progress. Human progress and right moral sentiment require high ideals and the restraining influence of self-control to guide them. It was simple impulse that prompted Cain in his answer, "Am I my brother's keeper?"

Times have changed since then. We need go back only a hundred and fifty years in enlightened England to reach a period when the death penalty was inflicted as a punishment for over one hundred and fifty crimes. Other punishments, not less heinous, for small offences were practiced. History tells us that a child, nine years of age had its arm cut off because it stole a loaf of bread to appease its hunger; that a child eight years of age had his tongue split in twain because it told a lie. In our times we would say that the latter child simply had a vigorous and hopeful imagination. The death penalty was publicly inflicted and other terrible forms of punishment for minor crimes were given wide publicity. Public sentiment supported this practice under the misguided impression that it would deter others from crime, but instead of having a deterrent effect, the influence was entirely in the opposite direction. We can now understand the wisdom portrayed by the immortal poet when he said,

"Crime is a monster of such frightful mien,  
That to be hated, needs but to be seen,  
But seen too oft, familiar with its face,  
We first endure, then pity, then embrace."

The lessons that we get from these brutal punishments for crime in times past, are that undue familiarity with crime helps to make criminals; that the death penalty cheapens our estimate of human life; that punishment as such, does not deter others from crime, but rather incites others to commit crime; that a public standard of morals, guided by impulse and passion, breeds ignorance, desolation and crime; and that under its sway, crime increased, human life and human rights were held cheaply and liberty and life were made insecure.

Ameliorating conditions have greatly intervened since then, because they have been guided by helpful ideals, by higher aims and purposes of life. Under the influence of these higher ideals, modern civilization has taught us how to sacrifice present advantage for the attainment of future good. We can see reasons for sacrificing present pleasure and convenience in order that we may contribute to the future benefit of the race. In other words, we acknowledge that we are our "brother's keeper" and that the family, the state and the nation is responsible for its own. Life and property was never more secure than it is now.

Under modern civilizing influences, our public and private institutions are managed with a view of curing or reforming its unfortunate members. The land is dotted over with public and private hospitals, with reformatories and prisons, many of them managed solely with a view of curing its unfortunate members and restoring them to good citizenship.

The old saying that "competition is the life of trade" as commonly interpreted in the past has had its day and generation. The responsibility of human conduct now finds expression in our business relations as well as in the social and moral relations that we bear to each other. We now recognize that "competition as the life of trade" is a truth only half told. We see only half of the picture until we add, "but competition may be the death of the tradesman." To live and let live in our social, moral and commercial life, according to the best standards of modern life, requires us all to give to the other fellow his fair measure of credit, or to "give credit to whom credit is due."

Every human being has his limitations, and it may be said with equal truth that the average human being may have boundless possibilities of achievement. The well regulated life will have made the world better by having lived in it. The failure is he who has lived in vain, because the unit value of the world is made less because of his having lived in it.

The spirit of co-operation in modern social life is also assuming strong expression in our commercial and business life. We have it in the home, the church and the government. We have it in our commercial and business life. Combination is but the expression of co-operation. When rightly adjusted, it will have a place for every earnest worker. We hear much about the wicked control of vast combinations of wealth, but when the cobwebs have been brushed aside and the proper regulation intervenes, we shall have less cause to complain and greater reason to rejoice because of this great movement.

Napoleon Bonaparte, the despot, blazed the way for the expression of individual liberty in government. Recognizing the growing sentiment in France for individual liberty, as he went forth to conquer nations, his conquering army bore banners, having inscribed upon them this motto:

**"A CAREER OPEN TO TALENT WITHOUT  
DISTINCTION OF BIRTH."**

This motto is the concrete expression of individual liberty in government. The famous French diplomat, Talleyrand, of Napoleon's time, also gave expression to individual liberty when he said, "The right of one individual ceases where the rights of another individual begins."

The lives of both of these great men pointed the way to living principles of human liberty, but both ended in despotism and failure, because they became drunk with power. The great captains of industry who are blazing the way in this, "Our government by the people and for the people," as enunciated by our great emancipator, Abraham Lincoln, "will be swept from their moorings if they do not heed the voice of the people," which in a minor sense is the voice of God.

The world is growing wiser and better and we shall be obliged to grow wiser and better with it or end in failure, and go down in the wreckage, leaving our few credit slips scattered to the winds and our books unbalanced—in the language of fate as portrayed by the poet:

"The moving finger writes and, having writ,  
Moves on, nor all your piety or wit,  
Shall lure it back to cancel half a line,  
Nor all your tears wash out a word of it."

### **SUBSTITUTING CASH FOR CREDIT.**

#### **Plan Inaugurated in Argentina for Facilitating Commerce.**

Minister C. H. Sherrill, of Buenos Aires, reports, in the *Daily Consular Reports*, a device for eliminating the risks to American manufacturers of extending credit to foreign purchasers where the exporter has no representative.

According to a plan which has just been put into operation in Argentina, American firms established in foreign countries are to ascertain the needs of those of their customers whose credit has been proved in lines other than that of the American firms. They are then to notify leading trade organizations in this country interested in the articles in question and offer to purchase as agents for their customers, extending credit to the latter in consideration of a commission added to the price, but giving



cash against bills of lading to the American exporter. It is expected that this method will open up foreign markets for small manufacturers who have hitherto hesitated to extend credit to unknown customers abroad. The local committee through whom the offers of the American firms abroad will be forwarded to trade bodies in the United States for dissemination among the trade concerned will act as a clearing house for information concerning business opportunities in the locality concerned.

That commission houses in foreign cities will find this arrangement an aid rather than an injury is evidenced by the presence on the Buenos Aires committee of members of the largest American general importing firms in that city. A representative of the committee is now on his way to the United States to make arrangements with American industrial organizations for the promulgation to their members of opportunities for cash sales to American firms on behalf of customers otherwise unvouched for and inaccessible. If the plan proves a working success its adoption for other foreign markets is suggested as having great possibilities.

#### INVITATION OF NORTH AMERICAN SOCIETY.

Attention is invited to the appended copy of a circular letter issued by a committee of United States citizens at Buenos Aires:

"We beg to advise you that we have formed a committee, to be later enlarged, to carry into effect a plan suggested to us by the Hon. Charles H. Sherrill, our minister to Argentina, for opening the field of foreign trade to such American manufacturers as do not possess sufficient capital either for extension of credits or sending out salesmen. Certain of our compatriots here possess each a few customers of such satisfactory commercial standing as to make the aforesaid compatriots willing to pay cash against bills of lading for goods sent out to such customers. Each of such compatriots furnishes to our committee a short list of these select customers (disguising their names to protect himself from competitors here), stating the cash limit he will pay for each customer, and what line of goods each desires. You are requested to report this list of desired trades to the manufacturers in your card catalogue. The large manufacturer may not be willing to do this, but the small manufacturer will. The manufacturer quotes his price to us, and our member accepts or not, directly to the manufacturer. We are informed that the names contained in your card catalogue are responsible houses; of course we do not expect you to guarantee them, but it would injure the development of this plan to extend American foreign trade if goods shipped proved not to be up to representation. Replies should be addressed to Secretary, Chamber of Commerce Committee, North American Society, 531 Cuyo, Buenos Aires, Argentina."

#### **A Bankruptcy Case in which the Trustee Was Removed and Officers' Compensations Cut Down.**

Howard B. Buell, of the Syracuse Dry Goods Company, president of the Syracuse Association of Credit Men, has been performing yeoman service in connection with a failure at Mauch Chunk, Pennsylvania, E. I. Fidler & Son.

Some of the circumstances connected with this bankruptcy were outlined in earlier issues of the BULLETIN. The Fidlers, father and son, were ordered by the court to turn over certain property claimed to have been concealed, and for failure so to do, served eight weeks in jail and then made a settlement.

In this case the trustee of the bankruptcy estate was allowed to resign in order to avoid the odium of a removal. It was found that if

he was not actively opposed to the prosecution of the proceedings which had been instituted to compel the bankrupts to turn over property withheld, his attitude was such that it was necessary to have him removed in favor of someone who could be relied upon. The court as a matter of discipline cut down his claims from \$105.00 to \$50.00, and his attorney's to \$25.00.

On complaint of the creditors also the allowance for taking the inventory was cut, each appraiser getting \$15.00 instead of \$40.00, the sum asked for. In fact, the vigor with which the creditors attacked every extravagance, incompetency, and show of fraud is refreshing and will act to raise considerably the tone of bankruptcy administration at least in the middle district of Pennsylvania.

Business men who handle clear fraud matters as this case was handled are entitled to the thanks of every honorable man in commercial life.

### **Getting Full Value Out of Your Membership.**

There are still a great many members who do not know enough about the National Association of Credit Men either to get from it for themselves that value which it might be to them, or to enable them to state definitely the place in the commerce of the country which the Association has made for itself. James G. Cannon, one of New York's most prominent bankers, who in spite of his numerous large interests has always taken the profoundest interest in the work of the Association, recently made an address before one of the younger insurance organizations, which was desirous of information regarding the make-up and methods of work of the National Association of Credit Men because they recognized in it one of the foremost and most effectively organized associations in the country.

Through the courtesy of Mr. Cannon the address has been printed in pamphlet form and the plan is to get a copy into the hands of every member during the next two or three weeks. All should read this address. It is one of the best appreciations of the Association that has ever been written, and coming, as it does, from as high a source as Mr. Cannon, gives the address great weight. For the man who is at all hazy regarding the purposes of the Association, many points will be cleared up by reading it.

After you have read the address, several names should occur to you, to which copies ought to be sent for the purpose of interesting new members into the Association.

### **An Appreciation by a Leading Banker.**

In his address before the last convention of the American Bankers' Association, President James B. Forgan, of the First National Bank of Chicago, offered the following appreciation of the National Association of Credit Men, reference on this occasion being made to the Association's work through its committee on banking and currency. Mr. Forgan said:

"The National Association of Credit Men, from whom, I have noticed, there emanates from time to time a good deal of sound business sense, recently appointed committees of their local organizations to investigate the condition of the state banking laws. After careful investigation these committees are required to answer to a general committee of the National Association the following questions:

1. Does your state have a state banking department with a superintendent at its head appointed by the Governor?

2. Is your state banking law considered by bankers, lawyers and business men generally adequate in its requirements in the way of

- a. Maintenance of reserves,
- b. Frequent and searching examinations and authoritative supervision,
- c. Prevention of over-extension of credit to heavy borrowers,
- d. Penalties for the making of false statements of condition.
- e. Economic liquidation in cases of failure?

"These questions it strikes me furnish an almost complete synopsis of everything that government supervision can be expected to accomplish."

### **An Adjustment Handled by the Bureau of the Buffalo Association.**

The kind of work being done by the adjustment bureau is well illustrated in one estate handled during the past year by the bureau of the Buffalo association. A manufacturer became insolvent. His stock on hand was an insignificant amount. He had some special purpose machinery though not much of that. His factory was so inaccessible and so encumbered that creditors were inclined not to consider it as an available asset. There is no doubt that if this estate were handled in bankruptcy the trustee would have been ordered to disclaim ownership of the factory, or if a sale had been ordered it would not have brought more than enough to cover the encumbrances. The manufacturer's only other asset was his home and that, too, was encumbered.

The bankruptcy court would have done well if it had netted the creditors ten cents on the dollar. This was the condition when the bureau was called in. The case was so hopeless that it was not even hampered by creditors threatening to start suit or institute bankruptcy proceedings. What was to be done?

A bill of sale was taken of the stock, a chattel mortgage was given to the bureau on the machinery, a third mortgage on the factory and a second mortgage on the home was executed. The manufacturer's stock was sold for only enough to pay the mortgage tax and insurance premiums to protect the mortgage. The balance of the stock, being unmanufactured, was turned over to the owner to work up in consideration of his paying taxes on the property and interest on the underlying mortgages. His gas engine, the principal machinery asset, was covered by a conditional sale, and of course, the vender wanted the engine, which he got by cancelling an open account which he held in consideration of the bureau's waving the statutory requirements. The holder of the first mortgage on the home called in the loan. The bureau secured a new one.

The estate was thus nursed along for about one year. Finally the factory and machinery were sold. Creditors agreed to accept 75 per cent. of their claims with interest. Last month the bureau sent out dividend checks for 65 per cent. and interest or practically 70 per cent., without any deductions for fees, sufficient being realized to pay this amount and one-half of the bureau charges. Creditors have ample security for the balance 10 per cent. and interest and bureau fees, in the mortgage on the home.

This is only one illustration of the efficiency of the bureau idea. Bankruptcy, 10 per cent. Adjustment Bureau—75 per cent. and interest, net.

"The growing interest of credit men all over the country in credit exchange bureaus is one of the best auguries of the times for sounder business conditions."

This is the first issue of the current association year in which has appeared the list of committees for 1909-1910. Get into touch with at least one of these committees—that one whose work especially interests you—and do all you can to help along its work. You can write direct in this matter to the chairman or if you prefer to the Association office.

#### **Jail Sentences for Conspiring to Defraud Creditors.**

Herman Feinberg, senior member of H. Feinberg & Son, furriers of New York, his son-in-law, Abraham Minsky, the latter's brother-in-law, Matthias Radin, a lawyer, and Samuel Medlin, another furrier, were all found guilty during October in the criminal branch of the United States Circuit Court of conspiracy to defraud the creditors of H. Feinberg & Son through concealment of assets worth more than \$150,000. The case had been pending through three weeks, and was drawn out by a family quarrel resulting in each of the defendants doing his best to place the blame on one of the others. The stories thus told made the work of the prosecution easy.

Indictments were found against the men and also against Mrs. Isabelle Minsky after Receiver Jesse Watson for the Feinberg firm, which failed in November last, asserted he found only \$500 worth of goods in the store, and also swore that the stock had been carried next door and was being sold by "The Bell Fur Company," which, it developed, was a dummy Feinberg concern. More of the stock was traced to Montreal. The elder Feinberg went abroad. He was arrested on his return.

A former bookkeeper for the furriers, was the chief witness. Her testimony covered most of the points. The jury was out less than an hour, and Judge Hough, refusing to grant stays, committed the men to the Tombs to await sentence.

The following day Judge Hough sentenced Herman Feinberg, the father, to pay \$100, and Samuel Medlin \$500. Abraham Minsky, Feinberg's son-in-law, was fined \$500 and sentenced to six months in the penitentiary. Matthias Radin, the lawyer who is accused by the other convicted men of getting them in trouble, was sentenced to serve a year in prison and pay a fine of \$1,000.

Feinberg and Medlin paid their fines and were released. In the case of the other two men a stay was granted to permit their counsel to get writs of error.

#### **Co-operation in Failure Cases.**

The difficulty of getting co-operation among the creditors of a failing debtor was well illustrated in a case recently called to the attention of the Association office by a member. The debtor through his attorney had mailed to some thirty creditors, many for considerable amounts, a general statement of his affairs showing liabilities of nearly \$20,000 and assets of \$4,000. An offer of 25 per cent. in three instalments accompanied the statement. Here surely was a bad failure. There was something radically wrong in a man who could point to a good enough rating to get large credit and yet fail with such shrinkage in assets. The Association volunteered to be of such assistance as it could in making an investigation providing creditors could be stopped from petitioning the concern into bankruptcy and if it could go to the debtor clothed with sufficient authority from creditors to have any standing.

The Association's position was at once clearly given the creditors but the responses were exceedingly slow in coming in. Just as preliminary steps had been taken to make an investigation word was received



that a petition had been filed and there was nothing to do but leave the matter to the bankruptcy court to thresh out. So far as the Association had gone, it found conditions absolutely rotten, hardly a scrap of a record having been kept, goods out on consignment in quantities unknown and with parties who had been required to make no accounting and all the other sins of loose business were present. Money had been thrown away on enterprises having no connection with the business and there was nothing but demoralization everywhere. If there was ever a case where creditors should get together and make a shining example of a debtor here was the case.

Business conditions will not be right until more organization and unity of action can be put into matters of this sort.

### **Charged with Perjury in a Bankruptcy Case.**

Like an aftermath appears the following, taken from a Cleveland daily of October 9th. The case referred to was first described in the May, last, BULLETIN, and will be recalled with the connections of Hecht & Weiss, namely, the American Garment Company, J. J. Klein, West Side Department Store, all of Cleveland. The investigation and prosecution work carried on by the Cleveland association deserves the highest praise. It resulted in breaking up a daring gang of swindlers.

The notice reads as follows:

"Dan Ulmer and Philip Rogen, indicted by the federal grand jury Friday, were charged with falsely testifying in the bankruptcy case of Jacob Hecht and Jacob V. Weiss, St. Clair Avenue shoe dealers, who themselves were previously indicted for using the mails to defraud.

"The prosecution was started by the Cleveland Association of Credit Men after a Philadelphia jobber had received three suspicious orders, practically alike, from unknown firms in Cleveland. The investigation forced Hecht and Weiss into bankruptcy. It was charged that they defrauded wholesalers of thousands of dollars worth of goods, selling them afterwards.

"In the trial Ulmer and Rogen testified that they knew nothing of these transactions. They were later arrested, charged with perjury.

"Eight of the twenty-four men indicted Friday pleaded guilty and were immediately sentenced by Judge Tayler. They will be taken to Fort Leavenworth prison by the new marshal, Hy Davis, who in his first trip will have one of the largest squads of prisoners ever taken from here."

### **"Jest Push Dem Clouds Away."**

The following letter is said to be from the pen of a preacher of the hard-shell type. Certainly he was hard-shelled enough to make collecting from him a hard proposition and this letter is in answer to a letter sent the debtor after patience had nearly exhausted itself:

"VIENNA, GA., February 22, 1908.

"Gentlemen:

"I am surprised at your treatment to me.—Certainly you are apprised of my strained condition and while I have plenty of effects to pay my debts over and over again and with the Clouds of the recent Money Panic it is very uncertain what my stuff would bring at a forced sale.

"I have made arrangements with the bulk of my Creditors to run over their claims until another Fall, which would give me time to

municipate my property in such a channel to bring fair prices for same—for instance, like the enclosed skeliton prospectus and other deals of similar nature at Pitts, Ga., and more deals of a very different nature:—No doubt you wonder why it is with all this volume of Property I have that it is impossible for me to borrow money—this can be answered very redily:—Local prejudice, envy, jealousy, avarice, covetousness and other oppositions because of my long-abiding unswerving convictions on Political, Social, Religious and Financial Principles and my fidelity to the same has made me a proverb here; and caused my inferiors to combine against me and evil report me and I have not had time to remove the Clouds and get in touch with my Equals and Superiors and secure their co-operation sufficiently to assert my strength:—Yet, Gentlemen, I have an abiding Faith that I will surmount all the present difficulties incident to the stubborn conditions and unfavorable invirements which has temporarily embarrassed me and I am more determined than ever to patiently abide the time for the shifting Clouds to give way for that Sunshine that has ever lit up the Pathway of the Vigilant, the Courageous, the Honest and the Brave and some sweet Sunny Morning I will command all my effects and forces with a positive channel and launch my old vessel once more on the Stage of time—Disrobed of any Liability and freighted with sufficient Assets to challenge wishful attention from my present Opponents who will stand amazed:—That the Ruling Hand Omicent has prepared me such a Table in the presence of all my Enimies:—While I have never craved either poverty or riches: but all things convenient:—Yet I am now begging the Master of the Vineyard for sufficient indulgence to enable me to assert sufficient Financial Strength not only to liquidate my debts and be just with all my Creditors but spare enough fragments from the table, to my Estate to cheer up my poor discouraged Wife and helpless Children and still keep my face like a flint straight forward and mine eyes wide open with charity to the needy the halt the blind and the poor:—In ultimate conclusion I once more appear to you to take your stand with my lineant Creditors and run over my debt with you untill I can marshal my Assets and liquidate all my debts in justice and fairness to all concerned.—Will you please instruct your Attorneys Mess George and Singleton to arrange this little matter in any way in harmony with your pleasure either by renewal or estopped, in any way so as to save cost and let me pay you interest on same until next Fall: at which time I will be able to “pay you and all other Creditors without fail.

“Appreciatively, Sincerely and Very Truly,

“(Signed) P. G. M.”

---

#### **Mutual Interests of Wholesalers and Retailers—How One Credit Man Talks to his Customers.**

It is the little things that make for harmony or friction, as it is the little things that make up the sum of life. Every wholesale house, to be successful, must have an individuality of its own, and the larger the house the more thorough must be its system and methods. It would result in endless confusion for a house to try to adapt itself to the various and varying methods of its hundreds and thousands of customers, being as they are up-to-date, out-of-date and hybrid.

In opening an account with a house, there is an implied promise to acquiesce in the policy of the house. The question of interest on

overdue accounts, for instance, is not a matter of academic discussion. Whether right or wrong as a matter of ethics, it is recognized by law and commercial usage, and there is no more excuse for a controversy over it than over the agreed price of an article of merchandise.

The wholesaler's terms of cash discount should always be strictly observed by the retailer when anticipating payment. One has no more right to deduct discount in excess of what the wholesaler's terms allow, than he has to take part of the goods and not pay for them.

Neglect to answer correspondence is a more fruitful cause of friction than any other. Sometimes the reply is but partial, as a remittance without any reference to the subject matter of letter received. It is my observation that it is this lack of attention to detail that not only affects relations between the retailer and his house unfavorable, but is a serious detriment to success.

---

The forms issued by the Association for exchanging credit information and for securing the financial statement of your customer are in growing demand on the part of members. Write the Association for samples as well as a copy of their form letter regarding "unjust discounts."

---

"The establishing of the credit exchange bureau has given new vim to our work." There's the testimony of a leader in a local association which has just opened its bureau for the exchange of ledger information. Those who have the advance of credit men's interests profoundly at heart will do well to investigate at once the working of these bureaus. They give vitality to the association through affording common interests to the members. Don't resolve they are a good thing in the abstract; organize a real bureau in your local association now.

---

## ASSOCIATION NOTES.

### Buffalo.

The first of the season's series of monthly dinners of the Buffalo Credit Men's Association was held October 14th at the Lafayette Hotel. The principal speaker was William Crane Andrews, credit manager of J. Spencer Turner Company, of New York, who spoke on "Co-operation." It was a practical talk, Mr. Andrews devoting considerable time to experiences with delinquent and tardy debtors. Mr. Andrews pointed out that it does not pay to be too lenient with slow payers. He said that one of his customers, to whom he had been very lenient, replied to his wires for immediate settlement by such notes as this:

"Your house is all right, but your credit department seems to be run by the office boy."

"Your second wire received. Now we know it is the office boy. Has everybody else gone on a holiday?"

This, he said, was the sort of stuff a credit man gets when he has been too lenient. "There is nothing like impressing on your customer that you have as much right to expect your money on the date promised as he has to expect his goods to arrive when he asks for them. It's a poor rule that won't work both ways. Treat him squarely and then

make him treat you squarely. There's nothing in the credit business that works so well as the old-fashioned Golden Rule."

Mr. Andrews' address was warmly applauded. He was followed in short talks by several leading Buffalo credit men.

### Chicago.

The Chicago Credit Men's Association held its regular monthly meeting October 20th. President Whitlock being absent F. H. McAdow, president of the National Association, was chosen chairman. Judge Charles N. Goodnow, of the municipal bench, in a short address described what the newly constituted court system of the city had done for business men. He declared that speedy justice was now guaranteed by these courts which fact was putting a stop to commercial crime. The courts he said, meant thousands of dollars saved to the business men of Chicago yearly. Criminals he said, do not want immediate trials.

M. C. Rasmussen, manager of the adjustment bureau, brought the work of his department for the last few months to the attention of the meeting. He declared that the record was so good that the credit men should unhesitatingly look to the bureau whenever they become interested in a failure.

A very pleasant feature of the meeting was the presence of a delegation of Aurora business men and bankers, some dozen or more having accepted invitations. They were especially interested in the progress being made to establish the investigation and prosecution bureaus, report of which was made at the meeting.

### Cincinnati.

The Cincinnati Credit Men's Association held a meeting October 19th which was addressed by Francis B. James on the uniform bill of lading measure, which will be brought before the Ohio legislature at its next session. Mr. James told of the immense amount of time given to the framing of this measure by the commissioners on uniform state laws. Talks were also made by W. B. Johnson, of the P. R. Mitchell Company; L. A. Bauer, of the Krohn-Fechhelmer Company, and E. D. Upham, of the C. W. Brennenman Company, who discussed credit methods as used in those concerns.

### Cleveland.

Following a dinner and business session of the Cleveland Association of Credit Men at the Chamber of Commerce club rooms October 29th, James R. Garfield, former Secretary of the Interior of the Roosevelt Cabinet gave an instructive address upon "Employers' Liability." President W. M. Pattison introduced Mr. Garfield as "the worthy son of a distinguished father," and the speaker was given a very cordial greeting. Mr. Garfield said in part:

"The shock of the accident in trade and business is now being borne first, by the individual injured or by his family, and later it is distributed to the community. The burden is being cared for in the most extravagant way. We are paying for the accidents through our charitable or our criminal institutions. The woman left dependent by an accident that removes the husband or father or whomever it is that provides her support, is left to face two conditions: either she must seek charity or sell herself. The man so left by accident faces either



charity on one side or crime on the other side. The children affected by these conditions are even more worthy of our consideration."

He stated that the English law might be taken as a basis to frame a compensation law here, and spoke his approval of the compensation system. Regarding the latter, he said:

"It can be shown of the amounts paid for accidents in business in this country only 30 per cent. goes to the injured or his family. The remaining 70 per cent. goes largely to the lawyers. Under a compensation act the employer will see that all money paid out for accidents will go to those deserving it and not to court or attorney fees."

### Dallas.

The Dallas association held its first regular fall meeting October 7th at the Southland Hotel. Fully two-thirds of the members were present and took a lively interest in the proceedings.

The association is very anxious to become the host of the next convention of the National Association and the value of entertaining this important body was forcefully outlined by Mayor Stephen J. Hay, ex-president of the local body, and Harry D. Lindsay, both of whom had been present at the Chicago convention. An important part of the program was a carefully prepared address on "Contracts" by Rhodes S. Baker, a prominent member of the Dallas bar, and its reading received the undivided attention of every member present. T. C. Clifford, of the Pittsburgh Meter Company, was a guest of the association and spoke in a complimentary way of the push and energy he found in Dallas and hoped that the Pittsburgh jobbers would be given an opportunity to visit Dallas in 1910.

A revised constitution and by-laws was adopted increasing the dues to \$15.00 so that dinners at regular meetings shall be free.

The committee on prosecution of fraudulent failures was given further time to ascertain whether such a fund could be maintained under the Texas statutes without liability to contributing members.

### Denver.

The annual meeting of the Denver Credit Men's Association was held October 12th, with 55 members present.

By request of President Gillette, of the Adjustment Company, the annual meeting of that company was held at the conclusion of the dinner. Mr. Gillette stated that he would like all members present, whether stockholders or not, to hear the secretary's report and learn what work had been done by the Adjustment Company during the past year. The secretary then made his report, after which roll was called and new officers elected; this closed the business of the Adjustment Company.

President Mayer then delivered his annual address which in part was as follows:

"Our association has prospered during the past year. Our membership has increased; members are using all departments more freely and more interest is being taken in the affairs of the association. Our monthly dinners have been well attended, the average attendance reaching 55, and I would respectfully suggest to the incoming board of directors that an effort be made to increase this. Our monthly meetings should be attended by all members; interest should be taken by *members* in the subjects discussed and voluntary discus-

sion and criticism should be invited. The past year we have endeavored to bring this about, and if this line of effort can be pursued further, interest in the work of the association will increase rapidly.

"Our membership is now 204, as against 183 at the beginning of the year, showing a net increase of 21 members. This is due to a large extent to the good work of our membership committee, Jno. Callis, chairman, and our assistant secretary, Mr. Mathew.

"Our reporting bureau, with a membership of 132, is being used more freely all the time. The requests for reports and information have increased to such an extent that additional clerical help had to be given in order that the work could be handled with no delay. In 1907-1908 we received 10,539 inquiries and in 1908-1909, 11,055, and issued reports in 1907-1908 of 92,229, as against 100,876 the past year. Our collection letters are also being used with good results. Claims in letters aggregating \$389,047.70 have been sent out, and from these \$195,296 have been reported as collected. This proves the value of these letters when we consider that 50 per cent. of doubtful accounts were collected.

"Our investigation and prosecution committee has done good work, having had several cases under consideration. Our fund for this work has amounted to \$8,200, and we should make an earnest effort to have this reach the \$10,000 mark. The value of this fund is apparent as only assessments are made against subscriptions, when prosecution of a case is made. The establishment of this fund has kept fraudulent failures at the minimum. In closing I want to thank the members for the honor they have bestowed upon me in electing me as president. The hearty co-operation on the part of the officers, directors, standing committees and, especially, our assistant secretary, is responsible for the prosperity of the association."

A. C. Foster, for the committee on investigation and prosecution, reported that in spite of the successful work of the prosecution bureau in the cases of James, Tyner, Gray and Dixon, all of which have been outlined in the BULLETIN, an assessment against subscriptions of only 9 per cent., or \$758.25, had been made, thus showing how much good work along this line can be done through using but a small sum of money.

The election of officers followed, resulting as follows: Chas. Bayly, president; I. F. Downer, vice-president; Jas. Ringold, treasurer, and H. J. Thomas, secretary.

### Duluth.

The Jobbers' Credit Association of Duluth held its initial fall meeting October 5th, in its new quarters at the Commercial Club. The attendance was excellent.

W. B. Cross presided and before introducing the regular speakers, he gave an interesting talk regarding the Philadelphia convention. "Duluth from a Traffic Standpoint," was the topic of the evening, E. A. Ridsen, traffic manager of F. A. Patrick & Co., and F. O. Davison, who holds a like position with Kelley-How-Thomson Company being principal speakers.

The National Sales Managers' Association met by invitation with the credit men.

### **Milwaukee.**

The Milwaukee Association of Credit Men held its opening fall meeting October 14th, at the Milwaukee Auditorium. August C. Backus, district attorney of the county, was the principal speaker on the subject, "Procuring Money and Property under False Pretenses." Mr. Backus called attention to the growing interest men are taking in bringing about amendments to the laws so that the commercial crook may be more easily reached. Assistant Secretary F. E. Stockwell, of the National Association, was a guest of the association on this occasion.

### **Minneapolis.**

The fall work of the Minneapolis Credit Men's Association was given new energy by the October 19th meeting held at West Hotel. Governor E. A. Eberhart was present and in a brief address congratulated the credit men of Minnesota on having been so successful in building up such strong associations in the three largest cities of the state.

R. A. Durkee, vice-president of the St. Paul association, gave an instructive talk on the merchant marine, furnishing some interesting statistics regarding exports and imports of this country, and D. L. Sawyer, of St. Paul, chairman of the National Association's committee on the investigation and prosecution of fraudulent failures, outlined a plan for establishing a large permanent fund for the maintenance of a system of following up fraudulent failures throughout the United States.

This, Mr. Sawyer said, would all be in addition to the funds at present maintained locally, the proposition being that each member of the National Association subscribe a sum which would provide a national fund of large amount.

A committee was appointed to devise ways and means of securing for the Twin Cities the next annual convention of the National Association of Credit Men, the question of location of the convention being one of the subjects to be taken up at the November meeting of the board of directors.

### **Newark.**

The Newark Association of Credit Men held its regular monthly meeting October 12th, when the Reverend Henry R. Rose delivered an address on "America's First Captain of Industry," as he styled Benjamin Franklin. He said:

"Franklin was the exponent of honest dealing as the only road to wealth. Times have changed since Franklin's day. Customs differ since the eighteenth century. But that policy pursued by Benjamin Franklin in his day is the only one that will insure wealth and happiness for the business men of to-day, to-morrow and every other day.

"Franklin was the originator of the department store idea. At his store in Philadelphia you could purchase everything from a pin to a full-rigged ship. He was the father of journalism and the first and leading scientist this country has ever produced.

"He was the greatest statesman and the foremost diplomat that the world has ever seen. His signature is the only one that appeared on all the papers of importance relating to the formation and welding together of the United States of America. As a financier he was perhaps greater than Alexander Hamilton, and if the ideas he put forth for the financial policy of the country had been adopted the country would have been better off.

"On his death at the age of 84 he wrote a letter to Congress advising

the buying of all the slaves in the country and setting them free. If this had been done there would have been no 'civil war.'"

At this meeting it was decided to appoint a committee to investigate and report regarding the formation of a bureau for exchanging credit information and a bureau for the investigation and prosecution of fraudulent failures.

#### **Philadelphia.**

The Philadelphia Credit Men's Association held its thirteenth annual meeting October 26th, with 420 members and guests present.

President Levi made a stirring address on retiring from the office of president. He urged that the lines of work in legislation, court reforms, fire insurance betterments, improved business literature, etc., be developed to their utmost by succeeding administrations. H. E. Moody of the membership committee pointed to the steady expansion of membership during the entire year till now 545 names are enrolled. The election of officers for the ensuing year followed, resulting in the choice of D. G. Endy as president, Charles D. Joyce as vice-president, and F. B. Snyder as treasurer.

After the conclusion of business an address was delivered by Henry Deutsch, of Minneapolis, Minnesota, president of the Commercial Law League of America, the subject being: "The Credit Man and the Lawyer." Mr. Deutsch explained the objects of the league and told how jealous it is of the reputation of its membership, how careful it had always been to keep in the ranks only reputable attorneys and recommended that credit men should use the members of the league if they wanted the best results in the collection of bad and doubtful accounts. Mr. Deutsch closed with an eloquent appeal for the maintenance of the highest standards of integrity and morality in business.

#### **Pittsburgh.**

The Pittsburgh Association of Credit Men had a mid-day luncheon October 28th, which was a great success. They had as their guests United States Senator Penrose, Secretary of State of Pennsylvania Robert McAfee, City Treasurer Adolf Edlis and R. H. Jackson, a prominent attorney.

Senator Penrose in his address said in part: "The results of the tariff bill are perhaps in evidence nowhere more than in Pittsburgh. More can be learned in Pittsburgh in a few days than elsewhere in weeks. You may talk about your art galleries and old world civilization, but business is the live topic of the day. I visited the Homestead steel works on my present trip and learned that their output of steel in tons is greater than that of the great Krupp works in Germany, and that this magnificent tonnage is wrought with fewer men. Our standard of living is the highest in all the world. The wages paid by American manufacturers are from 40 to 60 per cent. higher than is received by the pauper labor in Germany, China or Japan. I take pleasure in complimenting your association on its non-partisan efforts to improve business conditions and elevate the standard of business morality."

#### **Portland.**

The Portland Association of Credit Men held its regular monthly meeting at the Portland Hotel, October 20th, with Senator Chamberlain as the guest of honor.

Senator Chamberlain said that the people's representatives have something to ask of them as well as the people of their representatives.



The true representative of the people, he said, wants the advice and support of all his constituency in gaining for it all the benefits to which it is entitled. Other addresses were made by R. L. Sabin and A. H. Devers.

#### **Rochester.**

The Rochester Credit Men's Association held its first fall meeting October 28th, at the rooms of the Chamber of Commerce and listened to an interesting address on the new corporation tax law delivered by Representative James Breck Perkins, of Rochester. After outlining the provisions of the bill Mr. Perkins brought out some of the points which make the law difficult to administer, for instance the determination of what is really net income which the law bases taxation upon. Mr. Perkins felt that an attempt had been made to define what net income is with too much precision and that this should have been left to the courts and to tax officers working in accord with court decisions. Speaking of deductions for losses Mr. Perkins said:

"Some questions will arise under the provision of deductions for all losses actually sustained within the year. The time when the amount of a loss can be ascertained is frequently not the year during which the contract is performed or the goods sold.

"It would not be fair that a corporation should be deprived of any deduction for loss sustained because the amount of the loss could not be ascertained within the year in which it was incurred, and it would then be the case that it would be impossible to state the amount of the loss within the year that it was sustained, and yet in some subsequent year the amount may be definitely fixed and the corporation should then be entitled to make this deduction of its income, otherwise a manifest injustice results.

"The provision allowing for a reasonable allowance for depreciation is an elastic one and leaves opening for fraud, and yet, on the other hand, every corporation should make a proper allowance on that account and those who fail to-day are properly looked upon with mistrust by investors."

President Kingsbury presided and called attention to the fact that President McAdow of the National Association had drawn the membership of the Committee on Credit Department Methods from the Rochester and Syracuse associations, he having been asked to act as chairman of the committee.

#### **St. Louis.**

Dr. Louis Toledo Herrarte, minister to the United States from Guatemala; Congressman Richard Bartholdt and Mayor Kreismann were the principal speakers at the monthly dinner of the St. Louis Credit Men's Association at the Mercantile Club. Former Judge Selden P. Spencer acted as toastmaster to an assembly of about 500 members and guests. Other speakers were E. B. Filsinger, president of the Latin-American and Foreign Trade Association; J. E. Love, corporation commissioner from Oklahoma; S. H. Cowan, of Texas, attorney for the Cattlemen's Association; F. T. Joyner, interstate commerce commissioner, and O'Neill Ryan.

Dr. Herrarte spoke on the relation of his country and its industries to the United States, and particularly to St. Louis. His address was given in Spanish, and was translated by Mr. Filsinger. He mentioned the importance of expanding commercial intercourse between St. Louis and Guatemala.

"Guatemala is especially interested in the tremendous commercial importance of the United States," he said, "and views with pride the enterprise and spirit which actuates its citizens. Guatemala's products are so great that they could be brought to this city in enormous quantities, and it would be possible for many industries here to provide themselves with raw materials from this source.

"The factor which contributes most largely to reciprocal trade relations is an exact knowledge of the requirements in the Guatemala market, that the products of the factories of St. Louis may be adapted to the wants and needs of the people there. To obtain this information it would be well to send to your neighboring republic active, intelligent men who speak the language of the people.

"The second important factor is the extension of reasonable credit to the worthy merchants of the republic. The men and merchants there appreciate as highly as those of the United States the value of a good name and have not failed to make every effort to maintain their reputation."

Congressman Bartholdt spoke on the Hawaiian Islands, which he recently visited in company with other congressmen. He mentioned the schools as being of excellent standard, and remarked what a lesson it would be to California to see the Japanese, Chinese and children of every nationality studying in the same rooms and sitting on the same benches with American boys and girls, without the least friction or trouble of any kind. He predicted that before long the people of the islands would knock at the doors of Congress to again admit the Japanese and Chinese. He gave as his reason for this that the Americans could not secure labor for tilling the sugar plantations, and they now find themselves short handed.

During the business meeting, G. H. Fox explained the functions of a new department of the association recently formed, known as the adjustment bureau, of which he is chairman. Owing to the recent organization of the bureau, he said, it had accomplished not a great deal more than to outline the programme for future work.

#### **St. Paul.**

At the October 12th meeting of the St. Paul Credit Men's Association, the principal speaker was Warden Wolfe, of the Minnesota State Prison, on "Give Credit to Whom Credit is Due." The address in full will be found on other pages of this issue. The attendance at this meeting was excellent and the spirit exhibited such as to give high expectations for the association during the year to come.

#### **San Francisco.**

The San Francisco Credit Men's Association held a large and successful meeting at the Saint Francis Hotel, October 14th. The aim of the committee having the meeting in charge was to make it an occasion devoted specifically to credit men's interests. All the addresses were of a highly practical order.

James M. Oliver, of the legal department, took up the question of commercial fraud. He said that the commercial crook like all other crooks follows the line of least resistance, that as credit men in some cities organize to drive the pirates from their midst all cities would be forced to arouse themselves else they would become havens for this undesirable class.

Mr. Oliver called upon his hearers to make San Francisco and California unsafe for the dishonest man to ply his trade in, and

declared that this only could be done through co-operation and organization with a well defined and fixed policy. The Credit Men's Association is the logical channel to carry on the work, he said, and while prosecution of fraud will mean frequently the foregoing of small amounts offered by way of compromise with fraud, compromising is but temporizing and it will pay in the end to stand firmly for principle against mere expediency.

W. F. Davis took as his subject "Our Possibilities" maintaining that if merchants would act unitedly and jointly fight the abuses practiced upon them, demoralized conditions would speedily disappear. Considering all that the association has done and purposes doing, Mr. Davis said that he often marvelled how any eligible business house could remain outside the association. C. E. Baen, of Bradstreet's, talked briefly on the help credit men can give agencies in improving their facilities. He urged that the agencies wanted to have every just complaint registered with them.

James K. Lynch, vice-president of the First National Bank, talked on "Commercial Honor," declaring that it prevailed and ruled absolutely in the heart of the great body of business men, that men were naturally honest rather than dishonest. He cited several instances to substantiate this conclusion.

J. M. Amrath's address on "The Function of the Credit Man as Construed by an Accountant," is presented elsewhere in this BULLETIN. At the conclusion of the meeting a discussion took place regarding ways and means of bringing members of the association engaged in kindred lines in closer touch.

#### Seattle.

A discussion of systems of exchanging ledger information and the value of such systems in determining a line of credit granting was had by the Seattle Credit Men's Association at its meeting held October 18th, at the Seattle Commercial Club. George F. Telfer led the discussion explaining fully the plan of collecting and distributing information in operation with the Seattle Merchants' Association, which is the name under which the bureau of the Seattle association carries on this work. He said it was the general consensus of opinion that the Seattle bureau had developed its methods to a very high point of perfection. He declared that the growing interest among credit men all over the country in their credit exchange bureaus is one of the best auguries of the times for sounder business conditions.

---

#### WANTS.

**WANTED**—A bookkeeper with broad experience in taking charge of the book-keeping interests of large mercantile houses desires a position. Can give the best of references, one being from the public accountant who audited the books of his last employer. A location in Greater New York preferred. Address, B. K., care of Chas. E. Meek, 41 Park Row, New York, N. Y.

**A THOROUGHLY RELIABLE ACCOUNTANT** and general office man, having over 20 years experience with large manufacturing corporations, desires position as auditor, bookkeeper, credit man or office manager. Address, C. V. D., care of Chas. E. Meek, 41 Park Row, New York, N. Y.

**CREDIT MAN AND OFFICE MANAGER**, for 21 years connected with a large wholesale house, desires a similar position. Age 37. Capable and energetic. Best of references. Address E. H. W., care of Chas. E. Meek, 41 Park Row, New York, N. Y.

**A YOUNG MAN** thoroughly versed in paint, drug and chemical credits is open for an engagement. Has an excellent knowledge of accounting methods and is

fully competent to take charge of accounting and credit department. Is now employed and can give satisfactory reasons for wishing to change. Exceptionable references will be furnished. Address F. F. R., care of Chas. E. Meek, 41 Park Row, New York, N. Y.

**WANTED**—Position as credit man or office manager. Have had 10 years' experience with large dry goods house doing business in West and South; 37 years of age, married, of strictly temperate habits, and can furnish highest references as to character and business ability. Address, W. S. B., care of Chas. E. Meek, 41 Park Row, New York, N. Y.

**CREDIT AND COLLECTION MAN AND OFFICE MANAGER** of 20 years' experience in hardware, implement, vehicle and saddlery lines in Missouri river and western markets, is open for engagement December 1st or before. He is thoroughly practical, with extended experience acquired with large and well organized concerns; of executive ability; capable of handling large interests; deliberate in judgment and able to analyze clearly; successful in directing travelers and field organization; has always shouldered responsibility; many years secretary of extensive jobbing house; experienced in handling accounts of large amounts and large numbers of small accounts; well informed on commercial law, handling of failures, and bankruptcy practice; particularly strong on correspondence, formulating accounting methods, and office systematizing. Is systematic, an endless follower of detail, full of energy, plenty of nerve, 40 years of age, married and well educated. His record is clear and is a successful one. Present salary three thousand annually: will change at same figure. References, present and past employers and prominent tradesmen. Wishes position where recognition of sterling worth and conscientious devotion to business by practical and high grade man will be appreciated. Address D. B. M., care of Chas. E. Meek, 41 Park Row, New York, N. Y.

**AN EXPERIENCED CREDIT MAN**, fifteen years with a large corporation, who also has had long experience as office manager and cashier, desires to make a new connection. Thoroughly familiar with the duties of the three positions. Capable of controlling all in moderate-sized business, would make change where increased responsibilities would be met with corresponding remuneration. Address M. S. B., care of Chas. E. Meek, 41 Park Row, New York, N. Y.

**EXPERIENCED ACCOUNTANT**, office manager, and credit man resigning position is looking for opening. Fourteen years' experience in handling, devising and installing factory cost and general accounting systems, auditing, systematizing, and office and general business management. Now in Buffalo, N. Y. Address, G. C. S., care of Chas. E. Meek, 41 Park Row, New York, N. Y.

**A MAN** who has had years of extensive experience in handling the credits and collections of a New York house (one of the largest in the country) is open for engagement. References the best. Address D. H. T., care Chas. E. Meek, 41 Park Row, New York, N. Y.

**WANTED**—Position as credit man and office manager. Have had more than 20 years business experience backed by a college education, 14 years with one company. Have best of references, a clear record and unquestioned integrity. At present employed as credit man by a large manufacturing company in the middle west and while would prefer that part of the country, would consider propositions in other parts. Have some money that I would invest if I became an officer of some high class concern, if it proved mutually satisfactory after a trial. Am a married man with small family and have no bad habits of any kind. Address P. G. B., Care Chas. E. Meek, 41 Park Row, New York, N. Y.

**CREDIT MAN AND OFFICE MANAGER**, thoroughly experienced, desires position with A1 house. Has had an exceptionally good business training and can furnish highest references as to ability, industry and accuracy. Firm now with, is dissolving on account of the death of the senior member. Address, B. F. C., Care Chas. E. Meek, 41 Park Row, New York, N. Y.

**WANTED**—An executive position of any nature with a corporation or firm where experience and ability will produce results. This is not the effort of a hireling to better his condition, but a desire to change for good and sufficient reasons. Getting \$6,000 per year and can produce endorsements of weight. Address X. Y. N., Care Chas. E. Meek, 41 Park Row, New York, N. Y.

**POSITION WANTED** by a young man with broad experience as credit man and accountant, has good knowledge of business law, with twelve years experience in wholesale and jobbing business. Is an able executive and manager and



well qualified by training to handle large interests. Western Pennsylvania territory preferred. Address E. C. T., Care Chas. E. Meek, 41 Park Row, New York, N. Y.

**WANTED**—Position as credit manager by man of several years' experience and high capabilities. 33 years of age with broad business experience. Desirable business connection principal object desired. Will be open for engagement January first. Honorable reasons for seeking change. Best of references. Address F. E. Howard, P. O. Box 918, Des Moines, Iowa.

**EXPERIENCED CREDIT MAN AND OFFICE MANAGER** is looking for new connections on or before January 1, 1910. Eight years in present position handling ten thousand accounts. Losses less than normal every year. Fifteen years all told with Chicago houses. Age 33. Address A. W. B., Care Chas. E. Meek, 41 Park Row, New York, N. Y.

**A CREDIT MAN** with a wide manufacturing and jobbing experience is open for an engagement in any part of the country. He is 37 years of age, married, well educated, has a good knowledge of collections and commercial law with 18 years' experience as an auditor and credit man at the head of the collection and credit department of a large manufacturing and jobbing concern. Is an able executive and manager and well qualified by training, experience and ability to handle large interests. Enterprising, full of nerve, energy and ambition, willing and able to shoulder responsibility, a man of determined resolution. The question of salary is one for negotiation. Personal considerations alone, outside and independent of his present business connections, form his only reason for a change. Position desired where recognition of sterling integrity and conscientious devotion to business by a high grade man of sound judgment and close acquaintance with commercial affairs will be appreciated. The very highest references as to character, training, ability and experience will be furnished. Address A. F. A. M., Care Chas. E. Meek, 41 Park Row, New York, N. Y.

## DIRECTORY OF STANDING COMMITTEES, 1909-1910

### LEGISLATIVE.

Frank M. Gettys, Chairman, American Clothing Co., Knoxville, Tenn.  
 R. A. Porter, Goodall, Brown & Co., Birmingham, Ala.  
 Bernard Frank, Bernard Frank & Co., Montgomery, Ala.  
 R. A. Shotwell, Fort Smith Wholesale Grocery Co., Fort Smith, Ark.  
 Alexander G. Bell, E. Martin & Co., San Francisco, Cal.  
 W. H. Wylie, The Wilson-Freedheim & Wylie Merc. Co., Denver, Colo.  
 A. M. Dennison, The Western Packing Co., Pueblo, Colo.  
 J. D. Holmes, Baker & Holmes Co., Jacksonville, Fla.  
 R. J. Davant, Davant & Co., Savannah, Ga.  
 C. J. Northrop, Northrop Hdw. Co., Boise, Idaho.  
 E. L. Wedeles, Steele-Wedeles Co., Chicago, Ill.  
 C. E. Ward, Decatur, Ill.  
 Lucius O. Hamilton, Hamilton, Harris & Co., Indianapolis, Ind.  
 J. M. Callander, Tone Bros., Des Moines, Ia.  
 John B. House, Lehmann-Higginson Gro. Co., Wichita, Kan.  
 R. D. Norwood, Curry, Tunis & Norwood, Lexington, Ky.  
 A. M. Savage, Aetna Life Insurance Co., New Orleans, La.  
 E. A. Davis, F. A. Davis & Sons, Baltimore, Md.  
 Wm. G. Walker, Austin-Walker Co., Boston, Mass.  
 A. E. Johnson, The Pingree Co., Detroit, Mich.  
 Richard J. Prendergast, The Lemon & Wheeler Co., Grand Rapids, Mich.  
 B. W. How, Kelley-How-Thomson Co., Duluth, Minn.  
 Jas. F. Jordan, Wyman, Partridge & Co., Minneapolis, Minn.  
 Norman Fetter, Lindeke, Warner & Sons, St. Paul, Minn.

Geo. Osmond, R. G. Dun & Co., Kansas City, Mo.  
 C. S. Dickey, Wyeth Hardware & Mfg. Co., St. Joseph, Mo.  
 E. S. Murphy, Geo. W. Perry & Co., St. Louis, Mo.  
 Chas. E. Beebe, Beebe Grain Co., Butte, Mont.  
 J. L. Kennard, Western Glass & Paint Co., Lincoln, Neb.  
 F. E. Pearce, Paxton & Gallagher Co., Omaha, Neb.  
 Curtis R. Burnett, American Oil & Supply Co., Newark, N. J.  
 Maurice E. Preisch, Haines Lumber Company, Buffalo, North Tonawanda, N. Y.  
 Frank S. Flagg, Powell Bros.' Shoe Co., New York, N. Y.  
 Geo. G. Ford, Lewis P. Ross, Rochester, N. Y.  
 Ira N. Lee, A. E. Nettleton Co., Syracuse, N. Y.  
 Nelson A. Burdick, Hall-Robertson Hdw. Co., Fargo, N. D.  
 Max Silberberg, The Feder, Silberberg Co., Cincinnati, Ohio.  
 Harry English, Starr Piano Co., Cleveland, Ohio.  
 A. R. Markle, The Columbus Chain Co., Columbus, Ohio.  
 J. H. Paddock, The Paddock-Overmyer Co., Toledo, Ohio.  
 A. D. Thomas, J. R. Thomas' Sons, Youngstown, Ohio.  
 Eugene Miller, Kerfoot, Miller & Co., Oklahoma City, Okla.  
 E. E. Tressler, Simonds Manufacturing Co., Portland, Ore.  
 Clayton F. Shoemaker, Shoemaker & Busch, Philadelphia, Pa.  
 J. T. Walsh, Colona Mfg. Co., Pittsburgh, Pa.  
 W. E. Stansburg, Goodbar & Co., Inc., Memphis, Tenn.  
 Chas. T. Sullivan, Weatherly, Armistead, McKennie & Co., Nashville, Tenn.  
 A. P. Foute, Boren-Stewart Co., Dallas, Tex.

W. L. Tooley, Natl. Bank of Com., El Paso, Tex.  
 T. E. Blanchard, Jersey-Creme Company, Fort Worth, Tex.  
 J. D. Oppenheimer, American Shoe & Hat Co., San Antonio, Tex.  
 P. L. Doran, Symms Utah Grocer Co., Salt Lake City, Utah.  
 Jno. C. Dabney, Geo. D. Witt Shoe Co., Lynchburg, Va.  
 J. N. McBride, Oberndorfer Co., Inc., Norfolk, Va.  
 H. S. Binswanger, Binswanger & Co., Richmond, Va.  
 Fred. T. Fischer, Fischer Bros., Seattle Wash.  
 B. L. Gordon, B. L. Gordon & Co., Spokane, Wash.  
 Ralph B. Smith, Puget Sound Flouring Mills Co., Tacoma, Wash.  
 W. E. Connell, The Kanawha Drug Co., Charleston, W. Va.  
 R. D. Barney, O'Neil Oil & Paint Co., Milwaukee, Wis.

#### MEMBERSHIP.

Maxwell S. Green, Chairman, The Armour Glue Works, Chicago, Ill.  
 A. W. Becker, Becker, Mayer & Co., Chicago, Ill.  
 C. F. Hoerr, West Side Trust & Savings Bank, Chicago, Ill.  
 H. Powell, Lussy, White & Coolidge, Chicago, Ill.  
 Fred A. Smith, Reid-Murdoch Co., Chicago, Ill.

#### BANKRUPTCY LAW.

O. G. Fessenden, Chairman, Hayden W. Wheeler Co., New York, N. Y.  
 C. R. Burnett, Amer. Oil and Supply Co., Newark, N. J.  
 F. R. Hamburger, Hamburger & Silberman, Detroit, Mich.  
 J. Albert Hughes, Dan'l Miller Co., Baltimore, Md.  
 H. S. Keating, Keating Imp. and Mach. Co., Dallas, Tex.

#### CREDIT DEPARTMENT METHODS.

Ira D. Kingsbury, Chairman, L. Adler Bros. & Co., Rochester, N. Y.  
 H. B. Buell, Syracuse Dry Goods Co., Syracuse, N. Y.

C. E. Bull, Woodhull, Goodale & Bull, Syracuse, N. Y.  
 L. S. Foulkes, Rochester Stamping Co., Rochester, N. Y.  
 Edward Weter, Yawman & Erbe Mfg. Co., Rochester, N. Y.

#### INVESTIGATION AND PROSECUTION.

D. L. Sawyer, Chairman, Tibbs, Hutchings & Co., St. Paul, Minn.  
 Bolling H. Jones, Atlanta Stove Works, Atlanta, Ga.  
 J. A. Matthews, Brinly-Hardy Co., Louisville, Ky.  
 J. E. O'Neil, Richards & Conover Hdw. Co., Oklahoma City, Okla.  
 E. F. Sheffey, Craddock-Terry Co., Lynchburg, Va.

#### FIRE INSURANCE.

I. D. Russell, Chairman, Russell & Erwin Mfg. Co., New Britain, Conn.  
 Geo. W. Curtis, Burrows Mill and El. Co., Ft. Worth, Texas.  
 J. G. Mackenzie, Ames-Bonner Co., Toledo, Ohio.  
 A. J. Murray, National Grocer Co., Decatur, Ill.  
 J. H. Orr, Orr, Jackson & Co., Nashville, Tenn.

#### BUSINESS LITERATURE.

J. Edward Stitz, Chairman, A. Kiefer Drug Co., Indianapolis, Ind.  
 W. H. Cook, Fahney & McCrea Millinery Co., Indianapolis, Ind.  
 Wm. H. Elvin, Indianapolis Book and Stationery Co., Indianapolis, Ind.  
 Henry A. Jeffries, Kingan & Co., Ltd., Indianapolis, Ind.  
 A. D. Johnson, Diamond Chain and Mfg. Co., Indianapolis, Ind.

#### BANKING AND CURRENCY.

A. C. Foster, Chairman, U. S. National Bank, Denver, Colo.  
 H. G. Barbee, Harris-Woodson Co., Norfolk, Va.  
 Newman Essick, Commercial National Bank, Los Angeles, Cal.  
 E. D. Plummer, Richardson D. G. Co., St. Joseph, Mo.  
 W. Q. Wales, Brown-Wales Co., Boston, Mass.

### Directory of Officers of the Affiliated Branches of the National Association of Credit Men.

ATLANTA, GA.—The Credit Men's Association of Atlanta. President, Bolling H. Jones, Atlanta Stove Works; Secretary, E. L. Rhodes, Ernest L. Rhodes & Co.

BALTIMORE, MD.—The Credit Men's Association of Baltimore. President, Geo. L. Irvin, Carlin & Fulton; Secretary, S. D. Buck, Maryland Bldg.

BIRMINGHAM, ALA.—Birmingham Credit Men's Association. President, H. W. Coffin, Moore & Handley Hdw. Co.; Secretary, G. B. McVay, Amzi Godden Seed Co.; Assistant Secretary, R. H. Eggleston.

BOISE, IDAHO.—The Boise Association of Credit Men, Ltd. President, J. G. H. Graveley, Capital Brokerage and Comm. Co.; Secretary, D. J. A. Dirks, 12-14 I. O. O. F. Temple.

BOSTON, MASS.—Boston Credit Men's Association. President, William O. Wales, Brown-Wales Co.; Secretary, Herbert A. Whiting, Chamber of Commerce.

BUFFALO, N. Y.—Buffalo Credit Men's Association. President, W. L. Fox, Buffalo Forge Co.; Secretary, Wilbur B. Grandison, 78 Erie County Bank Bldg.

BUTTE, MONT.—Butte Association of Credit Men. President, Chas. E. Virden, Ryan & Newton Co.; Secretary, R. Frank Casey, Casey Candy Co.; Assistant Secretary, Guy C. Davidson, Ind. Tel. Bldg.

CEDAR RAPIDS, IA.—Cedar Rapids Association of Credit Men. President, W. H. Sutherland, Anchor Mills Co.; Secretary, Thos. B. Powell, 409 Security Bldg.

CHARLESTON, W. VA.—Charleston Association of Credit Men. President, J. F. Bedell, Hubbard-Bedell Grocery Co.; Secretary-Treasurer, Clark Howell, Capital City Supply Co.

CHICAGO, ILL.—The Chicago Credit Men's Association. President, S. J. Whitlock, Belding Bros. & Co.; Secretary, O. A. Ipsen, 218 La Salle St.

CINCINNATI, O.—The Cincinnati Credit Men's Association. President, Samuel Mayer, Isaac Faller's Sons Co.; Secretary, Henry Bentley, 614 Mercantile Library Bldg.

CLEVELAND, O.—Cleveland Association of Credit Men. President, W. M. Pattison, W. M. Pattison Supply Co.; Secretary, Kenneth R. Taylor, 505 Chamber of Commerce Bldg.; Assistant Secretary, H. J. Bruehler, 505 Chamber of Commerce Bldg.

COLUMBUS, O.—Columbus Credit Men's Association. President, H. E. Smith, Columbus Merchandise Co.; Secretary, Benson G. Watson, 601-605 The New First National Bank Bldg.

DALLAS, TEX.—Dallas Association of Credit Men. President, H. S. Keating, Keating I. & M. Co.; Secretary, W. P. Peter, 904-906 Praetorian Bldg.

DECATUR, ILL.—Decatur-Springfield Association of Credit Men. President, Wilber Humphrey, Morehouse & Wells Co.; Secretary, A. J. Murray, National Grocer Co., Decatur, Ill.

**DENVER, COLO.**—The Denver Credit Men's Association. President, Chas. Bayly, Bayly-Allen Merc. Co.; Secretary, H. J. Thomas, Geo. Tritch Hdw. Co.; Assistant Secretary, H. A. C. Mathew, 407-408 Sugar Bldg.

**DES MOINES, IA.**—Des Moines Credit Men's Association. President, M. C. Palmer, Des Moines Saddlery Co.; Secretary, C. R. Cownie, Cownie Tanning Co.

**DETROIT, MICH.**—Detroit Credit Men's Association. President, Wade Millis, 1403 Ford Bldg.; Secretary, W. S. Campbell, 610 Moffat Bldg.

**DULUTH, MINN.**—The Jobbers' Credit Association, (Duluth-Superior). President, W. B. Cross, F. A. Patrick & Co.; Assistant Secretary, F. H. Green, 305 Columbia Bldg.

**EL PASO, TEX.**—El Paso Association of Credit Men. President, James A. Dick, The James A. Dick Co.; Secretary, H. E. Christie.

**FARGO, N. D.**—Fargo Association of Credit Men. President, Nelson A. Burdick, Hall-Robertson Hdw. Co.; Secretary, H. L. Loomis, N. Y. Mutual Savings and Loan Assn.

**FORT SMITH, ARK.**—Fort Smith Association of Credit Men. President, T. C. Davis, Reynolds, Davis & Co.; Secretary, Ben D. Kimpel, 606 Merchants National Bank Bldg.

**FORT WORTH, TEX.**—Fort Worth Association of Credit Men. President, Geo. W. Curtis, Burrus Mill and Elevator Co.; Secretary, George Q. McGown, Reynolds Bldg.

**GRAND RAPIDS, MICH.**—Grand Rapids Credit Men's Association. President, Chas. Holden, Holden & Hardy; Secretary, A. K. Tyson, Powers-Tyson Printing Co.

**HOUSTON, TEX.**—Houston Association of Credit Men. President, J. B. Adoue, Adoue-Blaine Hdw. Co.; Secretary, M. R. Robson, Schumacher Grocery Co.

**INDIANAPOLIS, IND.**—Indianapolis Association of Credit Men. President, J. E. Stolz, A. Kiefer Drug Co.; Secretary, Frank H. Goheen, Hide, Leather and Belting Co.

**JACKSONVILLE, FLA.**—Jacksonville Credit Men's Association. President, R. V. Covington, Covington Co.; Secretary, J. C. Darby, W. A. Bowes & Co.

**KANSAS CITY, MO.**—Kansas City Association of Credit Men. President, A. E. Lombard, Corn Belt Bank; Secretary, Frank W. Yale, 315 Dwight Bldg.

**LEXINGTON, KY.**—Lexington Credit Men's Association. President, R. D. Norwood, Curry, Tunis & Norwood; Secretary, C. L. Williamson, McClelland Bldg.

**LINCOLN, NEB.**—Lincoln Credit Men's Association. President, E. A. Holbrook, H. P. Lau Co.; Secretary, E. G. Evans, Henkle & Joyce Hdw. Co.

**LITTLE ROCK, ARK.**—Little Rock Association of Credit Men. President, Max Mayer, Scott-Mayer Commission Co.; Secretary, Frank T. Longley, 219½ Main St.

**LOS ANGELES, CAL.**—Los Angeles Credit Men's Association. President, E. J. Levy, Standard Woodenware Co.; Secretary, W. C. Mushet, 232 Bullard Bldg.

**LOUISVILLE, KY.**—Louisville Credit Men's Association. President, J. A. Matthews, Brinly-Hardy Co.; Secretary, Wm. F. Baumeister, U. S. Trust Co. Bldg.

**LYNCHBURG, VA.**—Lynchburg Credit Men's Association. President, Edward F. Sheffield, Craddock-Terry Co.; Secretary, J. M. Funkhouser, Smith-Briscoe Shoe Co.

**MEMPHIS, TENN.**—The Memphis Credit Men's Association. President, W. R. King, Wm. R. Moore Dry Goods Co.; Secretary, J. R. Paine, White-Wilson-Drew Co.

**MILWAUKEE, WIS.**—The Milwaukee Association of Credit Men. President, Harry L. Eisen, Landauer & Co.; Secretary, H. M. Battin, Standard Oil Co.

**MINNEAPOLIS, MINN.**—Minneapolis Credit Men's Association. President, D. W. Longfellow, Longfellow Bros. Co.; Secretary, M. C. Badger, Patterson & Stevenson Co.

**MONTGOMERY, ALA.**—Montgomery Association of Credit Men. President, F. G. Salter, Durr Drug Co.; Secretary, Wm. E. Pitts, Levy, Wolff & Pitts Shoe Co.

**NASHVILLE, TENN.**—Nashville Credit Men's Association. President, Harris Solinsky, Harris Solinsky & Co.; Secretary, George M. Thomas, 307 Stahlman Bldg.; Assistant Secretary, Charles H. Warwick.

**NEWARK, N. J.**—Newark Association of Credit Men. President, C. H. Sansom, C. B. Smith & Co.; Secretary, J. Fred Braun, J. J. Hockenjos Co.

**NEW ORLEANS, LA.**—New Orleans Credit Men's Association. President, George K. Smith, Simonds Mfg. Co., Ltd.; Secretary, T. J. Bartlette, Williams, Richardson & Co., Ltd.

**NEW YORK, N. Y.**—The New York Credit Men's Association. President, Howard Marshall, Joseph Wild & Co., 366 Fifth Ave.; Secretary, A. H. Alexander, 320 Broadway.

**NORFOLK, VA.**—Norfolk Association of Credit Men. President, H. G. Barbee, Harris-Woodson Co.; Secretary, C. L. Whichard, Whichard Brothers Co.

**OKLAHOMA CITY, OKLA.**—Oklahoma City Credit Men's Association. President, J. E. O'Neil, Richards & Conover Hdw. Co.; Secretary, A. R. Parker, Williamson-Halsell-Frasier Co.

**OMAHA, NEB.**—The Omaha Association of Credit Men. President, John Duff, Hayward Bros. Shoe Co.; Secretary, E. G. Jones, Credit Clearing House.

**PHILADELPHIA, PA.**—The Philadelphia Credit Men's Association. President, D. G. Endy, Artman-Trichler Co.; Secretary, S. W. Severson, Room 801, 1011 Chestnut St.

**PITTSBURGH, PA.**—Pittsburgh Association of Credit Men. President, Enoch Rauh, Rauh Bros. & Co.; Secretary, A. C. Ellis, Renshaw Bldg.; Assistant Secretary, A. C. Bunce, Renshaw Bldg.

**PORTLAND, ORE.**—Portland Association of Credit Men. President, L. L. Paget, Fleischner, Meyer & Co.; Secretary, L. B. Smith, Fleischner, Meyer & Co.

**PUEBLO, COLO.**—Pueblo Association of Credit Men. President, Thomas A. Duke, Henkel-Duke Mercantile Co.; Secretary, Wilbur F. Nelson, Nuckolls Packing Co.

**RICHMOND, VA.**—Richmond Credit Men's Association. President, Leon Wallerstein, Southern Clothing Mfg. Co.; Secretary, Jo. Lane Stern, 1014 Main St.

**ROCHESTER, N. Y.**—The Rochester Credit Men's Association. President, Ira D. Kingsbury, L. Adler Bros. & Co.; Secretary, Edward Weter, Yawman & Erbe Mfg. Co.

**ST. JOSEPH, MO.**—St. Joseph Credit Men's Association. President, P. E. Parrott, Battreal-Whittinghill Shoe Co.; Secretary, Arthur Steinel, Johnston-Woodbury Hat Co.

**ST. LOUIS, MO.**—The St. Louis Credit Men's Association. President, F. E. Norwine, F. E. Norwine Coffee Company, 311 N. Second St.; Secretary, A. H. Foote, 809 Mercantile Bldg.

**ST. PAUL, MINN.**—St. Paul Credit Men's Association. President, Harry K. Hutton, Minnesota Mercantile Co.; Stillwater, Minn.; Secretary, H. W. Parker, Merchants' National Bank.

**SALT LAKE CITY, UTAH.**—The Utah Association of Credit Men. President, Arthur Parsons; Secretary, P. L. Doran, Symms Utah Grocer Co.; Assistant Secretary and Manager, Geo. E. Forrester, P. O. Box 886.

**SAN ANTONIO, TEX.**—San Antonio Association of Credit Men. President, Jake Wolff, J. Oppenheimer & Co.; Secretary, G. A. C. Half, A. B. Frank Co.

**SAN DIEGO, CAL.**—The Credit Association of San Diego. President, Jarvis L. Doyle, Doyle-Barnes Co.; Secretary, G. F. Hoff, 841 Fifth St.

**SAN FRANCISCO, CAL.**—San Francisco Credit Men's Association. President, Thos. M. Earl, Nolan-Earl Shoe Co.; Secretary, Ben Armer, 499 Monadnock Bldg.

**SAVANNAH, GA.**—Savannah Credit Men's Association. President, Marvin O'Neil, Meinhard, Schaul & Co.; Secretary, A. G. Newton, Credit Clearing House.

**SEATTLE, WASH.**—Seattle Association of Credit Men. President, J. W. Spangler, Dexter Horton & Co., Bankers; Secretary, H. S. Gaunce, The Hambach Company.

**SIoux FALLS, S. D.**—Sioux Falls Credit Men's Association. President, J. P. Adams, Haley & Lang Co.; Secretary, R. I. Cone, Manchester Biscuit Co.

**SPOKANE, WASH.**—Spokane Merchants' Association. President, A. W. Doland, Spokane Drug Co.; Secretary, J. B. Campbell, 610 Empire State Bldg.

**SYRACUSE, N. Y.**—Syracuse Association of Credit Men. President, Howard B. Buell, Syracuse Dry Goods Co.; Secretary, William C. Blanding, Crouse-Hinds Co.

**TACOMA, WASH.**—Tacoma Credit Association. President, Frank E. Day; Secretary, J. D. Benner, Bank of California Bldg.

**TOLEDO, O.**—Toledo Association of Credit Men. President, J. G. Mackenzie, Ames-Bonner Co.; Secretary, Lewis B. Hall, 1223 Ohio Bldg.

**WICHITA, KAN.**—Wichita Credit Men's Association. President, F. W. George, Shattuck-George Iron Co.; Secretary, W. G. Graham, Bradstreet Agency.

**WILMINGTON, N. C.**—Wilmington Association of Credit Men. President, L. B. Rogers, D. L. Gore Co.; Secretary, L. E. Hall, Hall & Pearsall, Inc.

**YOUNGSTOWN, O.**—Youngstown Credit Men's Association. President, S. C. Rogers, Youngstown Consolidated Gas and Electric Co.; Secretary, W. C. McKain, 607 Stambaugh Bldg.

## DIRECTORY OF ADJUSTMENT BUREAUS.

Bureaus for the adjustment of insolvent estates are operated in the following cities, and under the authority and supervision of their local Associations of Credit Men. All are affiliated branches of the National Association of Credit Men. Address all communications on Adjustment Bureau matters to the parties named:

**BALTIMORE, MD.**—S. D. Buck, Maryland Building.

**BOISE, IDAHO**—Chas. P. McCarthy, Room 1, Pioneer Building.

**BUFFALO, N. Y.**—Wilbur B. Grandison, 78 Erie County Bank Building.

**BUTTE, MONT.**—Guy C. Davidson, Independent Telephone Building.

**CEDAR RAPIDS, IOWA**—Thomas B. Powell, Magnus Block.

**CHICAGO, ILL.**—M. C. Rasmussen, Mgr., 218 La Salle Street.

**CINCINNATI, OHIO**—Henry Bentley, 614 Mercantile Library Building.

**CLEVELAND, OHIO**—Frank B. Bicknell, 505 Chamber of Commerce Building.

**COLUMBUS, OHIO**—B. G. Watson, 601-605 The New First National Bank Bldg.

**DALLAS, TEXAS**—W. P. Peter, 214-218 Linz Building.

**DENVER, COLO.**—C. N. Kinney, 409 Sugar Building.

**DES MOINES, IOWA**—A. W. Brett, 708 Youngeman Building.

**FORT SMITH, ARK.**—Ben. D. Kimpel, 606 Merchants National Bank Building.

**FORT WORTH, TEXAS**—Geo. Q. McGown, Reynolds Building.

**GRAND RAPIDS, MICH.**—R. J. Cleland, 427 Houseman Building.

**KANSAS CITY, MO.**—Frank W. Yale, 315 Dwight Building.

**LEXINGTON, KY.**—C. L. Williamson, 726 McClelland Building.

**LITTLE ROCK, ARK.**—Frank T. Longley, 219½ Main Street.

**LOS ANGELES, CAL.**—F. C. De Lano, 600 Equitable Savings Bank Building.

**LOUISVILLE, KY.**—Wm. F. Baumeister, United States Trust Co. Building.

**MEMPHIS, TENN.**—Memphis Credit Men's Adjustment Bureau, Business Men's Club Building, 79-81 Monroe Avenue.

**MILWAUKEE, WIS.**—S. Fred. Wetzler, 500-501 Free Press Building.

**MINNEAPOLIS, MINN.**—J. P. Galbraith, 543 Gilfillan Block, St. Paul, Minn.

**NEWARK, N. J.**—Harry V. Osborne, 164 Market Street.

**NEW ORLEANS, LA.**—W. C. Lovejoy, 711-712 Canal, La. Bank Building.

**OKLAHOMA CITY, OKLA.**—Georgé E. Black, 538 Bassett Building.

**PHILADELPHIA, PA.**—Edmund S. Mills, Room 801, 1011 Chestnut Street.

**PITTSBURGH, PA.**—A. C. Ellis, Renshaw Building.

**PORTLAND, ORE.**—R. L. Sabin, 1 Front Street.

**PUEBLO, COLO.**—George O. Gray, 501 Court Street.

**RICHMOND, VA.**—Geo. B. Wilson, 1113 East Main Street.

**ST. JOSEPH, MO.**—Sidney Beery, German-American Bank Building.

**ST. LOUIS, MO.**—A. H. Foote, 809 Mercantile Building.

**ST. PAUL, MINN.**—J. P. Galbraith, 543 Gilfillan Block.

**SALT LAKE CITY, UTAH**—Walter Wright, P. O. Box 419.

**SAN DIEGO, CAL.**—G. F. Hoff, 841 Fifth Street.

**SAN FRANCISCO, CAL.**—Ben Armer, 499 Monadnock Building.

**SEATTLE, WASH.**—I. H. Jennings, 802-805 Central Building.

**SPOKANE, WASH.**—J. B. Campbell, 610 Empire State Building.

**TACOMA, WASH.**—J. D. Benner, 400 Bank of California Building.

**TOLEDO, OHIO**—Lewis B. Hall, 1223 Ohio Building.

**WICHITA, KAN.**—Willis Davis, Southwestern Drug Co.

**YOUNGSTOWN, OHIO**—W. C. McKain, 607 Stambaugh Building.